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A HISTORY OF FEDERAL GOVERNMENT INVOLVEMENT  
IN THE DEVELOPMENT OF SPORT IN CANADA: 1943 - 1979

by



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A THESIS


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## CHAPTER V

### THE FITNESS AND AMATEUR SPORT ACT: 1969-1979

Dion (1977) describes the period from 1962 to 1968 as Act I of the Fitness and Amateur Sport Program. The attitude of the government was to maintain a low profile and be supportive of the private sector. This attitude is expressed by the fact that the National Advisory Council on Fitness and Amateur Sport (NAC) was ". . . in complete control and had a very clear mandate to develop a program for everyone" (Dion, 1977)<sup>1</sup>. The major demand articulators, changes in structure and problem areas discussed in Chapter 4 (see Figure 4-15) signalled a need for changes in direction and emphasis for the FAS program. Politically this need was expressed in Pierre Elliott Trudeau's announcement that if elected he would create a Task Force to investigate problems related to sport in Canada. The curtain falls, ending Act I, with the Liberals victorious at the polls.

In the previous chapter it was shown that the personalities and attitudes of the Ministers of Health and Welfare had an impact on the development of the FAS program. Most persons interviewed for the study, particularly

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<sup>1</sup> Willard (1977) and most others interviewed expressed similar views. Chapter 4 shows this to be the case.







Meagher (1977) and Semotiuk (1977), indicate that the Ministers in the late sixties and throughout the 1970's had an even more pronounced influence over the program's direction and development. The following account describes the objectives of the FAS program in relationship to the Minister responsible for its implementation and development. The curtain rises for Act II on July 6, 1968 with the Honourable John Munro as Minister of Health and Welfare.

#### OBJECTIVES

The Fitness and Amateur Sport Act (FASA), except for increases above the \$5 million limit (section 10, see Appendix 3-1), has not been amended.<sup>2</sup> Therefore, the objects and powers as defined in Section 3 of the Act remain unchanged.<sup>3</sup> The appointment of John Munro as Minister followed closely by the creation of the Task Force to study sports were the initial and key events that triggered changes in emphasis and direction for the FAS program during the 1970's.

John Carr Munro, Minister, National Health and Welfare:  
July 6, 1968 - November 26, 1972

Lou Lefaive (1977) and Dan Pugliese (1977) state that Munro was spontaneous, did not appreciate the

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2 See Allocative Outputs section in this Chapter.

3 See Chapter 4 - Objectives and section 3 of the Act (Appendix 3-1).







regimentation, rules and lines of authority the federal bureaucracy demanded, was not very close to his Cabinet colleagues socially, loved life, fun and sports. Pugliese (1977) and Westland (1977b) also state that Lefaive and Munro were two of a kind and got along very well socially and in their working environment. Pugliese (1977) recalls, "that many a wonderful idea was dreamed up over a beer on the deck of Munro's cottage in the Gatineau, that's where the Sport Caravan began to be thought of." Lefaive also got along very well with Deputy Minister Joe Willard (Blackstock, 1977c; Lefaive, 1977; Pugliese, 1977; Willard, 1977). In commenting on Munro, Lefaive states:

As a politician Munro is a loner. He didn't associate with his colleagues. Was never a person to follow "normal" channels of checking with Cabinet as he seemed to be always fighting a rearguard action. He and I were a lot alike and Willard understood . . . (Lefaive, 1977).

Lefaive's relationship with Munro provided the Director of Fitness and Amateur Sport and his staff with more "face-to-face contact with Munro" (i.e. a Minister) than had ever been realized by any of Lefaive's predecessors (Westland, 1977b).<sup>4</sup>

Many of those interviewed remarked that almost at once you got the feeling that Munro realized the publicity potential of this relatively small responsibility in a huge portfolio. Meagher (1977) states Munro ". . . understood

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4 Refer to Changes in Structure section of the Discussion in Chapter 4.





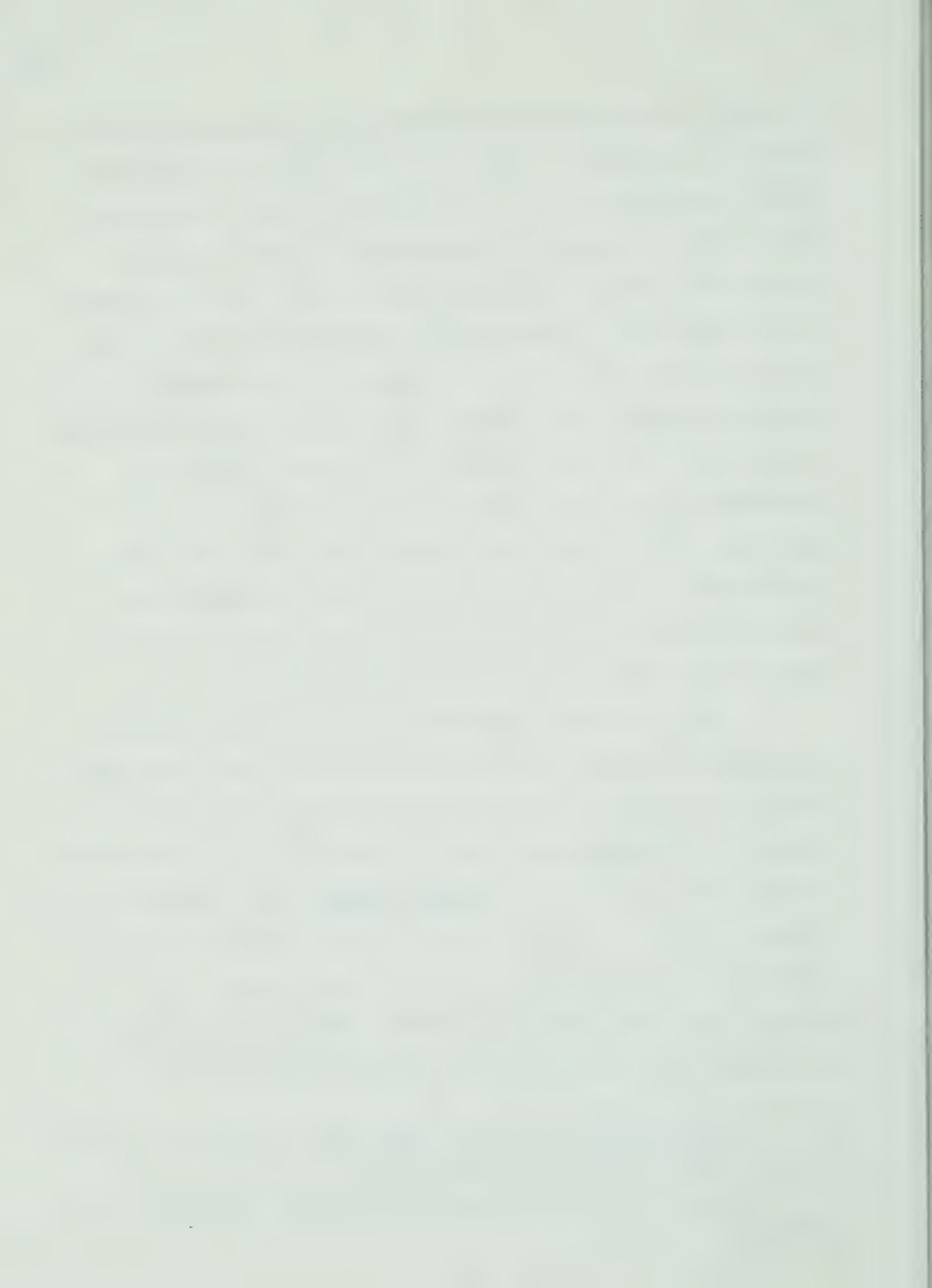
the power of this thing in projecting the John Munro image across the Country." Wise and Fisher (1974:313) refer to Munro's commitment as ". . . probably the most significant intervention in sport in this century." Munro, perhaps because of Lefaive's influence and the fact that he ushered in the Task Force, appeared more interested in sport. He took a sincere interest in the concerns of the sports governing bodies, was enamored with hockey and was determined to use sport as a cause célèbre for national unity and international prestige (Lefaive, 1977; Meagher, 1977; Semotiuk, 1977). Brown (1977) states that Munro was more knowledgeable about how the Council should function than his predecessors. She stated that in her second term the Council had become purely advisory.<sup>5</sup>

Munro made many speeches on the program, was very accessible to people involved in sport and recreation, oversaw the development of the Proposed Sports Policy and through it he implemented many of the Task Force's recommendations (DNHW, 1970 to 1973 Annual Reports; Munro speeches, 1970a to 1971c).<sup>6</sup> As well in the 1971-72 fiscal year he implemented the amendment to the Act that allowed for expenditures for fitness and amateur sport to rise above the \$5 million limit specified in article ten of the Act

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5 Brown served on the NAC from 1964 to 1967, then again from 1971 to 1973. Refer Appendix 10.

6 These will be discussed under Program and Positional Outputs





(Government of Canada, Estimates, 1971-72). This was a direct result of the Task Force's recommendation to amend the Act to allow for a minimum expenditure of \$6.2 million annually (DNHW, 1969b:81). The amount of statutory funds actually allowed for in the 1971-72 fiscal year was the \$6.2 million plus an additional \$1 million in supplementary funds (Appendix 27). During Munro's tenure the total program expenditures went from \$4,304,435 in 1968-69 to \$11,450,210 in the 1972-73 fiscal year (Appendix 29).<sup>7</sup> Blackstock (1977c) states that Munro ". . . worked by feel not just reason . . . quite a bit happened under Munro."

Immediately after the electoral victory by the Liberals, Munro informed Lou Lefaive, then Director of Fitness and Amateur Sport, that the idea of creating the Task Force was to be discussed in Cabinet (Lefaive, 1977). Harold Rea (1977) in his interview stressed that Trudeau was really committed to the creation of the Task Force ". . . to get at reasons why Canada was not doing better in international competitions, especially in hockey." The Task Force provided the new Minister with a policial rationale and practical modus operandi at the very beginning of his term in office. The subsequent Report of the Task Force coupled with Munro's personality and interest in sport served to bring sport to the forefront in the decade that followed.

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7 Munro was Minister when the 1972-73 fiscal year Estimates were passed.





The Task Force on Sports for Canadians. Lefaive in recalling the background of Trudeau's pre-election speech at Selkirk, British Columbia says:

The creation of the Task Force was very fortunate. There had been internal rumours but we really did not know that Pierre Elliott Trudeau was going to announce the Task Force in Nancy Greene's riding.<sup>8</sup> It was (a promise made) on the hustings and when a campaign is going on the civil servants are far, far away from the politicians and you don't get much feedback; but once he announced it, boy talk about action (Lefaive, 1977).

According to Lefaive (1977) as soon as the announcement was made "everyone" in sport was hoping the Liberals would win the election. Following the election the Directorate had to come up with recommendations of who could serve on the Task Force. They had to be acceptable to the Party and to people in sport (Lefaive, 1977). John MacDonald, who was still Director General, had a lot of influence over the selections. Lefaive states:

Many underestimate the influence of John MacDonald. He was responsible for Rea's appointment to the Task Force. He did not want a sport person. We needed (a chairman) with a "clean" background with no vested interest in sport. We needed a person from Quebec and an athlete. Few (in sport) knew Rea and DesRuisseaux and everyone loved Nancy Greene. It was the best thing that ever happened to sport (Lefaive, 1977).

Further consideration of Trudeau's promise and the recommendations from the Directorate went to the Cabinet Committee on Social Policy for study. Shortly thereafter

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<sup>8</sup> See the Task Force Report (DNHW, 1969b:89)





the Committee recommended a Task Force to study sport. On July 19, 1968 the Cabinet agreed to action the recommendation (West, 1973a,6:4). Two weeks later, on August 2, 1968 the Honourable John Munro announced a three-member Task Force. Mr. Harold Rea, a Toronto business consultant would be the Chairman. World Champion skier Nancy Greene and Dr. Paul Wintle Des Ruisseaux, a sports medicine specialist from Quebec City were the other members named. The study was to be completed within six months and could only cost up to \$50,000. On August 12, 1968 the specific set of guidelines approved by the full Cabinet were:

A three-member Task Force be appointed to hold discussions, including consultations with representatives of private and public organizations in Canada and abroad, and with international agencies for the purpose of inquiring into and reporting on the following:

- (i) to report on prevailing concepts and definitions of both amateur and professional sport in Canada and the effect of professional sport on amateur sport;
- (ii) to assess the role of the federal government in relation to non-government, national and international organizations and agencies in promoting and developing Canadian participation in sport; and
- (iii) to explore ways in which the Government could improve further the extent and quality of Canadian participation in both sport at home and abroad. (DNHW, 1969b:89).

Others who became involved in the Report were

Christopher Lang, the firm of Douglas D. Maxwell Limited, Mr. A.S. Pattillo, Q.C., was counsel for the Task Force and Harry





Walters gathered some of the early research for the study (DNHW, 1969b:89-91).<sup>9</sup> After the study was completed Doug Fisher, Sid Wise and Lang actually wrote the Report from the material gathered by the Task Force in their across-Canada deliberations with people involved and/or interested in sport (Fisher, 1977; Lefaive, 1977; Pugliese, 1977; Rea, 1977; West, 1977). Lefaive (1977) believes the real thinking behind the recommendations was done by Fisher, Wise, Lang and himself. Fisher<sup>10</sup> (1977) concurs saying that he, Wise and Lang had a real influence on what was actually said because they framed the working of all the recommendations in the Report. Rea (1977) also credits Fisher and Lang with the final product stating ". . . they put it together . . . They had a very clear concept of the various problems we had to deal with".

However, other persons interviewed for this study indicate that all the recommendations were really concep-

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9 See pages 89-91 for biographies of those initially involved in the Task Force. In his interview Rea recalled how Chris Lang became involved in the study. Rea had taught Lang a business course at the University of Western Ontario when he was a visiting lecturer. He and Lang discussed things after classes and Rea was impressed with Lang's abilities. Shortly after Rea's appointment was made public Lang called him and asked if he could be of assistance. Rea was pleased with the offer and accepted Lang as the Director of Administration for the Task Force (Rea, 1977). Lang was seconded from the Mercantile Bank of Canada and later became the Secretary-Treasurer of Hockey Canada (Fisher, 1977).

10 Fisher was a very influential personal advisor to John Munro (Fisher, 1977; Lay, 1977; Lefaive, 1977; Pugliese, 1977). He still is one of the most influential persons in Canadian sport today.





tualized prior to 1968-69. For example, Nixon (1977) states:

The bureaucracy knew what was needed and could have told the government what was needed. However, the government needed to legitimize what was to be done so the Task Force was established . . . In order to shift gears you have to have a reason, therefore, you create a political reason. Trudeau said he was unhappy about the opportunities for youth in sport so he took Nancy Greene - - a cause in herself - - and two really competent people - - how could anyone not be convinced by Greene, Rea and DesRuisseaux and they created interest and gave them (government) a document. The government knew what it was going to say, the government knew what was going to happen and the government wanted it to happen".

Meagher (1977) presents a stronger point of view. He felt that the NAC and others (within the private and public sectors) should have been more closely involved in the deliberations of the Task Force and should have received most of the credit for the recommendations put forward by the Task Force. He says:

The Task Force Report I think is the most over-publicized, over-glamorized and over-rated document in this Country . . . any freshman in an orientation physical education program could have written the Report. In every instance it was a push for something after the fact. It was a push for administrative grants after they were already established . . . for the National Team concept after Father David Bauer had already launched the team concept . . . it was a push for the breakup of the NHL sponsorship after the Hockey Study Committee of the NAC had recommended and forced the break-up of NHL sponsorships . . . it was a push for school physical education after it had improved . . . it was a sham against university people despite the fact it was university people in this country that made sport grow . . . The Task Force Report was a glossy, slick document that pretended to be



something it wasn't - - something original.  
 It was a re-hash - - the three great scriveners  
 didn't say anything new and they didn't  
 acknowledge anything old . . . (Meagher, 1977)<sup>11</sup>.

L'Heureux agrees with Nixon and Meagher, insofar  
 as the ideas and recommendations presented in the Report  
 were formulated prior to 1968. However, he adds:

My view of the Task Force was that it was a very  
 effective document. It went a long way toward  
 helping us put sport up a notch (L'Heureux, 1977).

What bothers L'Heureux is that,

The Report lacked objectivity in the real sense of  
 the word. The recommendations of the Report were  
 only arrived at by the Committee after it had  
 discovered the government was willing to buy  
 those recommendations the only exception being  
 Sport Canada . . . . I couldn't understand how  
 any kind of a Task Force could set about a  
 report and still operate in that fashion. If it  
 is supportable by the federal government then  
 we'll recommend it, is hardly an objective  
 way. That's the way I perceived it after I had  
 two or three very lengthy meetings with the  
 group. The thing that bothers me about it is  
 that two of the three members of the Committee  
 and the Secretary (Chris Lang) became employees  
 of the government and I felt that in some  
 sense this was making their views a bit suspect.

In contrast to Nixon's and Meagher's views, Glynn  
 (1977) and Lefaive (1977) respectively state:

I was disappointed in the Task Force's initial  
 appointments. Nancy Greene could offer little to  
 the Task Force except that she could ski like hell.  
 Mr. Rea to most of us in sport was an unknown factor  
 at that time. DesRuisseaux was something similar  
 although we heard about him on the Council  
 (NAC) . . . but they did a terrific job to come  
 out with a Report as broad as that Report was.

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<sup>11</sup> The three scriveners Meagher was referring to were  
 Rea, Greene and DesRuisseaux





We all recognized it focused on hockey more than anything else. . . it did cover a broad spectrum in the sport field. The recommendations it made were pretty significant, more particularly because somehow or another they carried enough weight so somebody was going to do something about them (Glynn, 1977).

Lefaive (1977) concurs and adds:

The Task Force to me was by far the most significant document in fitness and amateur sport history . . . it changed to my mind, the whole emphasis away from justifying government expenditures by rationalizing that it was for fitness. In 1968 the Task Force came out and said we are not only in business for fitness we're also in business for sport for its own sake.

What can be concluded from the interview data was that there was general consensus that the Task Force became the mechanism to move the fitness and amateur sport program forward by highlighting the pre-conceived ideas that were not coming to fruition. The 1968 Annual Report states: "It is hoped that the Task Force . . . will reinforce the thinking and advice of the National Advisory Council on Fitness and Amateur Sport and perhaps throw new light on these matters" (DNHW,1968ar:2). The 1969 and 1970 Annual Reports speak of the program as reaching a plateau and that the government had to recognize that major changes were necessary if it was to play an effective role in amateur sport and recreation (DNHW,1969ar:2, 1970ar:1). The major changes and concerns were related to 1) international representation and successes, 2) facility needs at local levels, 3) administration of amateur sport, and 4) a re-evaluation of the federal government's role (DNHW,1969ar:2). As well





the government was seeking increased visibility and more control over the expenditure of money (West, 1973a, 4:17-18).

On February 28, 1969 the Task Force presented their Report containing sixty recommendations to Munro.<sup>12</sup> On May 12, 1969 the Minister tabled the document in the House of Commons (Commons Debates, 1969e; DNHw, 1969bii). In his presentation of the Report to the House he states:

Mr. Speaker, I would like to table in both French and English the Report of the Task Force on Sports for Canadians, and I might take the liberty to make a short comment in respect of it. I have read this report. I think all members of the House will find it very provocative. It questions the attitude of all Canadians in both the public and private sector toward efforts made in this regard. It questions what it calls the intellectual arrogance of many of Canada's opinion leaders and refers to what it terms the great potential for mass involvement and mass participation and what they can contribute to national unity.

Many of its recommendations flow from this type of approach throughout the Report. I think I can assure the House that the government will take into very serious consideration many of its recommendations, and is aware of what is involved in this respect (Commons Debates; 1969e).

Although action was initiated on some of the Task Force's recommendations immediately,<sup>13</sup> interview data

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<sup>12</sup> Depending on how one counts the recommendations the number can vary. All recommendations and sub-recommendations were added to arrive at the total of sixty. (See DNHw, 1969b:77-86) Specific program recommendations are outlined in the Program and Positional Outputs section of this Chapter

<sup>13</sup> At least one recommendation of the Task Force that related to Hockey Canada, had been implemented prior to the completion of the Report.



indicates that the government may not have been totally satisfied with the Report of the Task Force and was not completely "aware of what is involved." Some organizations and individuals involved in sport and recreation had mixed reactions but many felt that the Task Force should have considered more than the sport aspect of the FAS program (Bayer, 1977; Beaubien, 1977; Blackstock, 1977c; Davidson, 1977b; Dion, 1977; Kisby, 1977; Lefaive, 1977; Lemaire, 1977; L'Heureux, 1977; McFarland, 1977; Neider, 1977; Nixon, 1977; Westland, 1977b). Blackstock (1977c), Kisby (1977) and Nixon (1977) indicate that the Minister was unhappy with the recommendations of the Task Force. However, Lefaive (1977) and Pugliese (1977) argue that Munro was not "unhappy", but rather he believed that before he could act on the Task Force's recommendations, he required a broader rationale to increase the funding for fitness as well as amateur sport. Perhaps this "broader rationale" was a legacy of the past; but most interviewed agreed that Munro was a "sport Minister" seeking a rationale to further sport rather than any philosophical reason to broaden his mandate.

The Task Force members recognized this limitation of their study. In the Report they state that, ". . . it was necessary to limit our study to sport alone, as we could not fit a study of fitness and recreation into the terms as stated nor did the time, constraints and budget permit study of these areas" (DNHW, 1969b:i). This statement was noted by





many individuals and associations involved in recreation and their reactions put some pressure on the Government to consider other aspects of the Act (Anderson, 1974:94; Bailey, 1977; Blackstock, 1977c; Davidson, 1977b; DNHW, 1968:1; Dion, 1977; Kisby, 1977; McFarland, 1977; Nixon, 1977; Spicer, 1977; West 1977). In June, 1969 the government responded to this criticism when it ". . . commissioned the management consulting firm of P.S. Ross and Partners to undertake a national study in the areas of physical fitness, recreation and amateur sport" (DNHW, 1970ar:2).

A Report on Physical Recreation, Fitness and Amateur Sport in Canada. From the time Munro took office the National Advisory Council on Fitness and Amateur Sport (NAC) lost its authority. The Task Force Report reinforced the Minister's (and Lefaive's) decision to terminate the grant allocative and executive functions of the NAC.<sup>14</sup> A recommendation of the Task Force was to upgrade Lefaive's position from Director of FAS to Director General with the ". . . responsibility of making all recommendations concerning grants to the Deputy Minister" (DNHW, 1969b:81). Although the Director's position was not upgraded until 1973, the Director and his staff began making the major allocative recommendations to the Deputy Minister and Minister unofficially

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<sup>14</sup> See Chapter Four-Positional Outputs and Discussion-Changes in Structure.





in 1968. As soon as the Task Force Report was tabled in 1969 the Directorate took a more prominent role in making recommendations to the Minister (Lefaive, 1977; Spicer, 1977). A further recommendation of the Task Force, although never implemented officially, altered the role of the NAC and the perception people had of the Council after 1969.

The Task Force recommended that:

Act C-131 be amended as follows: Section 7 - The Council now be called the National Advisory Council on Fitness and Recreation (DNHW, 1969b:81).

Lefaive (1977) states:

When these changes came about as a result of the Task Force, the NAC lost its executive role. When it lost control of the grants it virtually<sup>15</sup> got out of sport. So the Council under Beaubien started looking at recreation on the theory that the Task Force had really restricted itself . . .

Phillippe de Gaspé Beaubien became the Chairman of the NAC in January of 1969. In his interview for this study Beaubien shows that he perceived the NAC as a fitness and recreation council. He recalls:

I received a call from the Prime Minister asking me if I would come to Ottawa and have lunch with him. (At lunch) he asked if I would take on this job (Chairman of the NAC). I had just finished running Expo '67 at the time and I didn't know much about this element and I said okay if you need me and its a worthwhile cause, I'll do it . . . So I got in there and had a few sessions with the Deputy Minister and everybody there and I found out there was a great preoccupation on the Council at the time toward grants for people in the field of sport and physical fitness. In talking to members of Council there was an undue amount of time spent saying I'll approve your grant if you approve mine



and there was a lot of backscratching and I said what the hell, why are 30 people from the best parts of Canada approving things that are that technical. So I said why don't I look at taking on this job of what the Council role should be. I felt there was a great many things that were done that were not in the best interests of the public-at-large which have great needs for physical fitness and recreation! So I helped commission a study to look at the whole area of fitness and recreation as well as the sports element. We had just received the Sports Report (Task Force) which had been commissioned months before I came in and I said that is very important because the findings were fantastically interesting. But I said, "look, this is only part of our mandate. Our mandate is fitness, recreation and sport. We've got the sports element (covered in the Task Force). That's great!" And I said, "Let's do a crash program, get some outside people to look at these two other elements." And they did a major study within six months and we got a report on the whole area of fitness and recreation. Well! It soon became evident that there were not only great anomalies, there were a great many things not being done . . . (Beaubien, 1977).

Dr. Joe Willard, Deputy Minister agrees with Beaubien's view and adds further:

Just about the time the Task Force Report came out Phillippe Beaubien was appointed to the Advisory Council and he felt there should be a report that would give more emphasis to fitness and recreation . . . It would be pretty difficult to get any support (for another Task Force) since we just had one. I suppose in a sense it was a schizophrenic response because here we were having to implement some of the things of the Task Force and here was the Advisory Council Chairman starting to say well maybe we should have a new thrust with which I agreed. So the logical approach seemed to be some kind of management study which would tackle it from a different angle. This got under way pretty much as a departmental effort. I don't think we even went to Cabinet (for the money) with a proposal because P.S. Ross was a management group . . . (Willard, 1977). 16

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16 Willard's statement infers that the funds to support the proposal came out of budgeted allocations for management studies within the department which were already approved.





What came to be known as the P.S. Ross Report was titled A Report on Physical Recreation, Fitness and Amateur Sport in Canada. The Report was officially commissioned by the Honourable John Munro on June 1, 1969 and was completed November 21st of the same year (DNHW, 1969a:Part 2; DNHW, 1970ar:2). The significance of the P.S. Ross Report was that it provided a detailed rationale for federal government involvement in sport, fitness and recreation.

The objectives, stated in the Introduction of the Report, were two-fold:

To describe and assess the total system and the population it serves in Canada today - to include as much information as could be assembled on organization, programs, facilities, population characteristics, attitudes, problems, gaps and needs (and secondly),

To recommend a set of national objectives, the role of the Federal Government and, more specifically, programs and organization for the Directorate of Fitness and Amateur Sport (DNHW, 1969a:ii, Part I)

The Report also states:

As the Task Force on Sport had only recently completed its report, more effort was given to the study of fitness and recreation (which for purposes of this study was limited to physical recreation, where possible) (DNHW, 1969a;Part I:iii).

The study was comprised of three main elements:

1. Identifying and analyzing available studies, statistics and literature on fitness, recreation and amateur sport.
2. Conducting interviews and seminars across Canada with (over 600) persons and groups.
3. Interpreting and analyzing the resulting information. (DNHW, 1970ar:2).





The final Report was presented to the Minister on November 21, 1969 in two parts. Part I

. . . contained a description of the total system for recreation, fitness and amateur sport. (Part II) dealt with the future, beginning with a discussion of trends, proceeding to questions of needs and finally sketching out the philosophic framework within which the total system might operate and ending with recommendations concerning the federal government and the directorate (DNHW, 1970ar:2).

The Study was never tabled in the House of Commons nor given the publicity the Task Force Report received. (Dion, Goodale and Story, 1974:13). The P.S. Ross Report was considered an in-house, confidential report to the government. Lefaive (1977) sheds some interesting light on the "supposed" confidentiality of the P.S. Ross Report. He believes that there was really nothing in the Report that of and by itself was confidential in Government terms. The reason it was made "confidential" was that at the same time four other highly sensitive studies on Indian Affairs, National Defence, the Post Office and a proposal to create Environment Canada had been completed. "The Opposition members were screaming to have them (the 4 studies) made public and Trudeau took the position that they were not to be made public . . . once he took that position the word went out to everybody that none of their reports (at that time) were to be made public.



So the P.S. Ross Report went on a list with the others and it got caught up in the general principle and if ours was made public pressures would have been created to make all the others public. A year earlier or later it would have been made public" (Lefaive, 1977). Lefaive did mention that there was one sensitive area about some organizations that was highly speculative and could have caused some animosity. Glynn (1977) says ". . . everyone who wants a copy has one . . . it's the most public confidential document there is".<sup>17</sup> Blackstock (1975) felt that the P.S. Ross Study was,

an ignorant effort in that the people who did it were not that knowledgeable. The Minister didn't like it and that is the reason it was never made public . . . it was poorly done.

Dion (1977) in comparing the Task Force Report to the P.S. Ross Report states:

There was very little documentation or evidence to support the Task Force recommendations . . . really all they did was form a rationale and listed the topical interests of the Council. The P.S. Ross Study was the reverse of the Task Force. It was a huge volume (2 parts), where there is analysis, trends and recommendations on structure, which for some reason the Government didn't want to follow. For me the P.S. Ross Report remains a mystery. It's almost a taboo subject. . . The Report was critical of the first phase of the operation (1962-1968 of the FAS program). There was not a sound critique of the past in the Report because they did not know their subject matter . . . for example they were

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17 Robert Giroux (1977) who was the Assistant Deputy Minister of Fitness and Amateur Sport had a copy provided to the author with permission to quote from it extensively. The only reason it really remains a "confidential" document is because no one really has tried or cares to have it classified otherwise.





critical of the low key program but they didn't find out why it was low key<sup>18</sup> . . they simply said it was low key and should have a high profile and now it has a high profile.

Regardless of the perception by some of the P.S. Ross Report as an analytical study it is concluded that it did have quite an impact on the FAS program and Directorate structure.

The major outcome of the P.S. Ross Report was that it served to maintain the broad fitness and amateur sport orientation of the FAS program. If the Task Force Report had been the only template to guide the program, the objectives of the FASA could have been narrowed to the high performance competitive sport perspective preferred by Lefaive. The 1970 Annual Report of the Fitness and Amateur Sport Directorate (FASD) states:

The recommendations contained in this report have provided useful guides in the re-orientation of the program and directorate structure  
(DNHW, 1970ar:2)

West (1977) says that up to about 1973-74 the P.S. Ross Report was used as an internal reference book by FASD officials which guided their decisions philosophically and structurally. Lefaive (1977) adds that the Report provided the idea for the Sport Canada and Recreation Canada Directorates and recommended ". . . the elevation of

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18 See Objectives in Chapter Four



the Directorate to a Branch".<sup>19</sup> He also believes that it led ". . . to a finer approach to fitness and recreation" by the Directorate because the Report showed so many other federal government departments were involved in the broader aspects of recreation (Lefaive, 1977). The Report also underlined the importance of promoting participation in physical recreation which stimulated ideas that would eventually lead the NAC Communications Committee to recommend the development of Participaction (Beaubien, 1977; Dion, Goodale, Storey, 1974:14; NAC, 1970,24; 1971,25; 1971,26; 1972,27). Willard (1977) also emphasized that the P.S. Ross Report provided the reasons why and recommended the Government increase its funding for the FAS program. The Report states:

We recommend that the Directorate's program budget be increased by approximately 20% per year over the next three years, and that the greatest proportion of these funds be devoted to general physical recreation, as opposed to competitive sport and fitness (DNHW, 1969a,Part2:136).

Dion (1977) states further:

What I saw was a new orientation based on

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19 The Task Force Report also recommended elevating the Director's position to that of a Director General (or Assistant Deputy Minister) level. The term "Sport Canada" was used in the Task Force Report to describe the proposed independent sport council idea. The P.S. Ross Report recommended, ". . . that the Directorate take the initiative in organizing Sport Canada, and that Sport Canada be designed so that it can become the voice of sport in Canada" (DNHW, 1969a,Part 2:136). This and other major recommendations of the P.S. Ross Report are discussed under the Structure, Allocative, Program and Positional Outputs later in this Chapter.





interest that did not stem from the past . . . the input was different, the sources were different and there was practically no relationship to what had occurred . . . It started a whole new pattern and the money was poured in.

The other event that contributed to the maintenance of a broader fitness, recreation and sport scope for the FAS program was the Montmorency Conference on Leisure held September 2-6, 1969, just prior to the completion of the study by P.S. Ross and Partners

The Montmorency Conference on Leisure. Dion (1977), Nixon (1977) and Westland (1977b) referred to the Montmorency Conferences (DNHW, 1969g and DNHW, 1971f) in their interviews. They all believe that this first Conference and the second Montmorency Conference held September 7-10, 1971 contributed to the Directorate and government maintaining broader objectives for the program. The 1970 FASD Annual Report makes note of the success of the Conference in stating:

This five-day Conference was held in September in an attempt to arrive at the formulation of principles and objectives which might serve as a basis for the development of policies and programs by the various levels of government as well as by public and private corporations and other groups engaged in the provision of free time opportunities. It also considered broad strategies which could lead to the achievement of these objectives.

The list of invited delegates included representatives of education, psychology, sociology, philosophy, economics, landscape architecture, social work, communications, government, labour, business and recreation.



The study sessions evolved around four basic position papers dealing with the philosophic issues, the actual situation in Canada, the influence of automation on our culture and the importance of physical environmental planning.

The Conference was a success. The delegates made a firm and enthusiastic commitment to take action on the recommendations which were adopted. The reports and proceedings which were subsequently prepared have created considerable interest by governments at all levels, by agencies, organizations and educational institutions and by professionals in the field. It is fair to assume that the Conference will have a significant and lasting influence on the development of recreation in Canada. (DNHW, 1970ar:2)

A detailed comparison of the Montmorency Proceedings to the P.S. Ross Report was not carried out. However, there appears that many of the recommendations contained in the Conference Proceedings are very similar to some of the recommendations contained in Part 2 of the P.S. Ross Report. As the Montmorency Conference preceded the finalization of the P.S. Ross Report it can be assumed that some of the thinking and discussions from the Conference were considered by the P.S. Ross researchers. Dion, Goodale and Storey (1974:13-14) conclude:

The First Montmorency Conference on Leisure, (widely described as a "think tank") was also held in 1969 with support from FAS. The Montmorency recommendations have not been implemented to a significant degree . . . The second Montmorency Conference on Leisure was held in 1971. Again, its recommendations have yet to be implemented. A third conference was to be held in 1973 but, due to lack of federal support, did not materialize.

The FASD reported in 1970, however, that:





As a result of the Task Force Report, the management consultant study (P.S. Ross Report), the Montmorency Conference on Leisure and considerable introspective thinking within the department, several major changes were made in the Fitness and Amateur Sport Program. These changes were announced by the Minister on March 20th in his Proposed Sports Policy for Canadians and it reflects new policies being adopted in order for the government to more effectively carry out its role in relation to fitness, recreation and amateur sport (DNHW, 1970ar:3).

A Proposed Sports Policy for Canadians. The Proposed Policy tabled in the House of Commons and presented to the National Advisory Council on Fitness and Amateur Sport (NAC) by Mr. Munro on March 20th, was the first white paper on sport developed by a Canadian Government (Commons Debates, 1970a; NAC, 1970,23).<sup>20</sup> Some leaders in the field believed that

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20 As green and white papers will be referred to throughout this Chapter they are defined here. A White Paper is a statement of final, decided policy. A Green Paper is a statement of proposed policy which forms the basis of discussion (definitions taken from Skulstad, 1979: 603,607). According to these definitions therefore, it would appear that the "Proposed" Sport Policy would be a green paper. However, on May 26, 1970 Warren Allmand, a member of the Liberal Party in power, asked the Minister, Mr. Munro, what action was being taken on the "proposals in the white paper on amateur sports . .". As Mr. Allmand and Mr. Munro were from the same Party it can be concluded that Cabinet viewed the paper as a statement of decided policy. Also, when Mr. Haidaz (Parliamentary Secretary to Mr. Munro) replied on Mr. Munro's behalf, he specified which proposals were already implemented after only two months. The question may have been contrived in order that the Government could expound on their actions. Insofar as many of the proposals had been implemented leaving no time for discussion (as is the case with a green paper) the Proposed Sports Policy for Canadians is actually a white paper (Commons Debates, 1970b).



the new policy would result in too much government intervention (Duthie, Olafson and Schlegel, 1970; Galasso, 1972).

Sawula on the other hand states:

Little was said by Canadians and sport writers when Munro's announcement was made. In 1945 people were against any type of government intervention in sport, now they appeared to be in favour of it . . . The outcry of 1945 seemed to have been in direct disagreement with any kind of government intervention in sport . . . The National Physical Fitness Act was only the beginning movement that showed the awakening of government interest . . . In 1970, after 25 years of increased government involvement in all aspects of life, the Canadian people no longer had their original bias towards government intervention. In its place was a growing Canadian identity. . . in the sense of a pride in nationalistic feeling which sport fosters. . . Along with a welfare government, the impact of sport and its news importance was finally being recognized (Sawula, 1973:54-56).

Canada's poor showing in international competitions in hockey and at the Olympics also contributed to an attitude by Canadians and those involved in sport that the government should do something to improve Canada's sagging sport image (Sawula, 1973:56). Lefaive believes that the change in attitude came when the Task Force was created. He says:

The Task Force identified very clearly that this kind of approach was not nearly as repugnant to sport people as some people on the Advisory Council and within the Directorate would have you believe when they kept saying that sport wouldn't let you do it. The Task Force helped to allay that fear . . . not only were they (the recommendations) acceptable to sport people, the sport people wanted it . . . it was an idea whose time had come. The Task Force was an expression of what was happening . . . it was an evolution of knowledge and thinking . . . the Task Force gave some direction and thinking and a time frame when things would happen which resulted in the





Proposed Sport Policy (Lefaive, 1977).

The P.S. Ross Report also indicated that the timing was correct for increased government intervention in recreation.

The Report recommends:

. . . the establishment and acceptance of a set of national objectives for recreation that will form a national policy and a guide to all the many elements of the recreation system . . . We recommend that the government sector take the major, but not exclusive, responsibility for developing the system of recreation and that voluntary agencies and the private sector take important roles in specific and limited spheres. We recommend that the Federal Government adopt a leadership role in the development of the recreation system and that it begin to orient and organize itself towards the needs of a leisure society . . . We recommend that the Directorate activities be primarily supportive to the recreation system but that it be prepared to take aggressive, forceful action where it is considered necessary. (DNHW, 1969a,Part2:131, 132,135)

The Proposed Sports Policy became a synthesis of the thinking of the time. The Task Force synthesized the thoughts and recommendations of the NAC, sports governing bodies and sports leaders up to 1969. The P.S. Ross researchers gave an overview of the big "R" picture in Canada referred to by Beaubien (1977). The Montmorency Conference, it appears, influenced the Ross Report to consider the broader leisure service field. The "sports" policy encompassed the philosophy espoused by the three groups. And although many interviewed for this study claimed that the Task Force Report and the Proposed Sport Policy justified sport for sport's sake quite the contrary appears to be the case (DNHW, 1970a:4).



The first twenty four pages of the Policy clearly puts forward the argument that the government is justified in funding sport because: the masses will benefit from it; sport will promote national unity; sport will help Canadians get more out of life; sport is an agent of social development through mass participation which contributes to the life-style of all socio-economic classes; physical activity builds physical fitness; sports and recreation can improve a person's health directly - - mental and physical; sports and recreation is a means of escape; sports and recreation encourages to meet others; sports and recreation improves industrial life and the working environment and sports and recreation offer alternatives to an impersonal society (DNHW, 1970a:1,2, 7,9, 11,12,14,22,23). Indeed the Proposed Sports Policy was a policy for sports and recreation! And it was Munro's White Paper that encouraged the FAS program to continue to foster and encourage sport, recreation and fitness. In fact the Proposed Sports Policy used the term "recreation" in its broadest sense. The Policy clearly illustrates that sport is a segment of recreation (DNHW, 1970a:27-30).

What the new Policy signalled was a re-orientation, a change in direction but a continuance of the broad objectives specified in the FASA. The 1970 Annual Report states:

Essentially the policy is based on two major aims: to effectively involve the greatest number of Canadians in sport and recreation





activities and to upgrade the calibre of Canadian participation in international sports events (DNHW,1970ar:3).

These objectives form the rationale for federal government involvement in fitness and amateur sport for the seventies and to the present. All studies, reports, green papers and white papers written since 1970 relate to these basic objectives.

Sport Canada/Recreation Canada. On May 7, 1971 John Munro presented his Sport Canada/Recreation Canada paper to the National Advisory Council on Fitness and Amateur Sport (Munro, 1971c). This paper reinforced the philosophy and objectives contained within the Proposed Sports Policy. Basically the Sport Canada/Recreation Canada paper was a report to the NAC on what had been implemented in the year following the tabling of the Sports Policy and what he was advocating for the future.

What the Sport Canada/Recreation Canada document illustrates is that the FASD had two primary areas of concern based on the above two major aims. Munro stated:

The result has been a recognition within the Directorate of two major areas of involvement of separate operational units, namely sport and recreation. Sport, concentrating on the rather narrow but important area of the pursuit of excellence, not only to provide youth with the incentive and perspective to participate, but to enhance Canada's world sport image and to strengthen national unity. The Canadian Summer and Winter Games, which have since been conceived and which have been tremendously successful are ample proof of the most important role our



sport involvement has played in this respect.  
 . . . . On the other hand, the special emphasis on recreation is directed to the population at large and to each Canadian individually with a major objective to achieve as much participation as possible, to provide a broad spectrum of opportunities and, therefore, to offer every Canadian the means to reach his full potential (Munro, 1971c).

Most interviewed for this study who were close to the developments in the FASD, agree that the Sport Canada/ Recreation Canada concept was an outcome of the Task Force and P.S. Ross Reports (Beaubien, 1977; Bedeck, 1977b; Blackstock, 1977c; Dion, 1977; Fraser, 1977; Kalinowsky, 1977; Lefaive, 1977; Lemaire, 1977; Pugliese, 1977; Spicer, 1977; Westland, 1977b). Bedeck recalls:

Munro started to spell out some policy areas for us. We went through a battle. In the early stages we ran into some problems because we had the typical triangle and we said we're going to support the top athletes and that will stimulate the bottom and we are going to support participation to some extent because that will get the cream to come to the top and to identify the top athletes. And all through the Councils (NAC) no matter what the makeup was, whether it was sport or physical education or lay people, somebody would always question why are we doing this? There was always a pull between competitive sport and recreation . . . . so what we started considering was separating the two functions. One, let's look at the competitive aspect of sport, the top part of the (recreation)<sup>21</sup> triangle, develop its own budgetary funds. Two, let's look at participation with its own rationale, objectives, and funds let's try not to marry the two but for the first time treat them quite separately. Consequently we arrived at Sport

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<sup>21</sup> The Proposed Sports Policy illustrated that high performance competitive sport was a part of the total recreation concept.





Canada and Recreation Canada and kept them together in (what became) the Fitness and Amateur Sport Branch . . . . That was the first time we really had objectives . . . up to then somebody like Gord Wright would say that our role would always be a catalytic role . . . play a back seat role, don't be a forerunner in anything . . . that change took place close to the period where the switch was made to Sport Canada and Recreation Canada. On the sport side the two main objectives spelled out were to improve the delivery system as far as the sport structure was concerned and to improve the performance levels of Canadians. Cor related to provision of more opportunities for people to become involved in physical activity and to some extent improve the delivery system or sport structure for his thing.<sup>22</sup> So with that and taking the Task Force recommendations we moved from a catalytic role to kind of a partnership role. We started to say, "if you national associations have a project that will enhance the improvement and performance of Canadian athletes then we are in some sort of partnership. That's our objective and if somehow that fits your objectives were working toward the same end" (Bedecki, 1977b).

In a Report on the Recreation Committee Meeting of the NAC held on Friday, September 24, 1971 Cor Westland stated that the two new Directorates with a common FAS goal and their own specific objectives were to be integrated into a new Branch structure (NAC, 1971, 26, Appendix). By October, 1971 the following had been defined as the purpose and objectives of the program:

The goal of the fitness and amateur sport program is: To enhance the quality of life for all Canadians, to strengthen national unity, to foster national identity and prestige by encouraging, promoting and developing sport, fitness and physical recreation activities.

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<sup>22</sup> Cor Westland later was named the Director of Recreation Canada. See structure section later in this Chapter.



## Objectives

## SPORT CANADA

1) to provide the opportunity to pursue excellence in competitive sport in Canada.

2) to improve the level of performance in competitive sport internationally.  
(NAC, 1971,26, Appendix:2)

## RECREATION CANADA

1) to provide the opportunity to all Canadians to participate in physical recreation activities.

2) to improve the level of fitness of Canadians.

This caused some concern by Council members. At the previous meeting of the NAC held in Hamilton the intent of Recreation Canada was to address the big "R", all encompassing recreation concept as related to in the Proposed Sports Policy (NAC, 1971,26, Appendix:2; DNHW, 1970a:28). At the October NAC meeting it was reported that:

The members had some reluctance in accepting that the big "R" be limited, even if only for the time being, to physical recreation. But in view of the present legislative and financial situation, Council gave its concurrence to the proposed organization (NAC, 1971,26, Summary:1).

At the same Council meeting the allocations to various aspects of the program was questioned. The NAC recommended that, "given (projections in) budgets of \$6.2 million in 1971-72, 7.5 million in 1972-73; 10.5 million in 1973-74 and 12 million in 1974-75 that 10 percent should go to research, 75 per cent to programs and 15 per cent to





administration, including communications." (NAC, 1971,26, summary:2). This resulted in the formation of an NAC Committee on Effort Emphasis (NAC, 1971,26, Summary:2, See Appendix 11-13). The Council's concern over the limiting of recreation to fitness, the increased sports emphasis and need for an increase in funding led the NAC Chairman, Philippe de Gaspé Beaubien to Formulate a Master Plan for the Minister to take to Cabinet (Beaubien, 1977; Beaubien, 1972b).

Master Plan for Federal Action in Physical Recreation and Sports Excellence. Beaubien presented his Master Plan to the Minister in June, 1972 at the 27th NAC meeting (NAC, 1972,27:Appendix). The Plan captured much of the thinking from the Task Force Report, P.S. Ross Report, Proposed Sports Policy and Sport Canada/Recreation Canada Paper. In the document Beaubien outlined the interrelationship between physical recreation and competitive sport, the need for a master plan, objectives and separate rationales for programming and funding of physical recreation and sport excellence (Beaubien, 1972b). The rationale to increase the funding for the FAS program came directly out of the P.S. Ross Report (DNHW, 1969a:136).

During the last two year's of his tenure Munro gave numerous speeches in support of the principles outlined in his policy statements. As well the successful bid by Mayor



Jean Drapeau to host the Montreal Olympics became a major influence that affected the policy statements and advanced the high performance competitive sport emphasis. Many of the actions proposed in the Task Force Report, P.S. Ross Report, Proposed Sports Policy and the Sport Canada/Recreation Canada document were enhanced by the Olympics (Munro, 1971b). However, before Munro could advance the FAS program any further the 1972 election was called. Following the Liberal victory the Honourable Marc Lalonde became the new Minister of Health and Welfare.

Marc Lalonde, Minister, National Health and Welfare: November 27, 1972-September 14, 1976<sup>23</sup>

Lalonde was a sharp contrast to Munro. Munro was mostly interested in sports and became personally involved with the FAS program and staff. Mr. Lalonde stayed aloof from the program preferring to let the Deputy Minister, and later Assistant Deputy Minister, to keep him informed (Fisher, 1977; Lefaive, 1977; Pugliese, 1977; Willard, 1977). Also, the NAC was given more prominence by Lalonde than it ever received from Munro. As well Lalonde became concerned with the health aspects of the program and how they related to the overall objectives of the Department. During his tenure the term "lifestyle" became the operative word that

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<sup>23</sup> Mr. Lalonde was Minister of Health and Welfare until October 17, 1977. His direct responsibility for the FAS program ended with the appointment of the Honourable Iona Campagnolo as Minister of State for FAS on September 15, 1976. Refer to Appendix 8.





reflected Lalonde's and the Department's overall thrust. However, a number of significant changes occurred during the time Marc Lalonde was the FAS Minister responsible for the organizational structure and program.

Philippe de Gaspé Beaubien continued as Chairman of the NAC until the end of 1975 (Appendix 10 and 11-14). His philosophy of big "R" recreation and its relationship to improved health and a better lifestyle was similar to Lalonde's. Also, Beaubien being a Liberal Quebecker and friend of Prime Minister Trudeau was well known to Lalonde who moved in the same Liberal circles. Therefore, one of the first persons associated with the FAS program to be able "to get" to Lalonde as the new Minister was Beaubien. Beaubien recalls:

The week he came in (into office) he (Lalonde) allowed me to make a presentation of the 10 year plan (MASTER PLAN described above) to a Cabinet Subcommittee . . . . (Beaubien, 1977).

Toward the end of Munro's tenure the National Conference on Fitness and Health was being planned. This Conference took place only six days after Mr. Lalonde was appointed Minister. This highly successful Conference preceded the opening of Parliament by one month (DNHW, 1972j). This conference, Beaubien's Master Plan, the National Conference on Olympics '76 Development held the previous year in October, 1971 and Munro's and Lalonde's influence in Cabinet resulted in quick action by Lalonde.



Bedecki (1977b), Dion (1977) and Westland (1977b) all agree that Lalonde's first major undertaking was that he took Beaubien's Plan, some people from FAS, some writers from outside of the government together with Bert Laframboise of the Privy Council Office and went ahead and pulled together a document to take to the Cabinet Committee on Science, Culture and Information (Privy Council, 1972). The result was that he received a commitment for an increase in funds over the three year period originally recommended in the P.S. Ross Report (DNHW, 1969a:136). Bedecki (1977b) says:

It was an increase in principle. We still had to come up with the program to get those funds from Treasury Board. You have to give Munro some credit . . . . Lalonde also said he wanted to narrow the gap between sport and recreation from a ratio of 5:1 to 5:3 or 3:1  
 . . . .

On December 21, 1972 the Cabinet confirmed the recommendation of the Committee. This decision was extremely significant in the expansion of the FAS program. Following is the text of that decision:

The Cabinet Committee on Science, Culture  
and Information

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RECORD OF COMMITTEE DECISION

Meeting of December 19, 1972

CONFIRMED BY THE CABINET ON DECEMBER 21, 1972

An Expanded Fitness And Amateur Sport Program

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<sup>24</sup> Bedecki (1977b) was referring to the FAS budget that reflected for every \$5 spent on sport only \$1 was spent on recreation or fitness.





The Committee agreed that:

- (a) approval should be given to a major expansion of the Fitness and Amateur Sport Program, which would permit the program to:
  - (i) develop a new supportive fitness program aimed at improving the fitness levels of Canadians including a delivery system of exercise testing,
  - (ii) Expand competitive opportunities on the national and international levels for a larger number of sports and utilizing new ways to increase the effectiveness of the Canada Games and Arctic Winter Games,
  - (iii) expand present programs and develop new ways to involve such groups as the native peoples, minority groups and the handicapped in becoming more involved in meaningful recreation programs,
  - (iv) develop methods of improving the technical coaching and administrative programs within various sports to enable them to improve the quantity and quality of participation,
  - (v) assist disadvantaged provinces in providing greater recreational opportunities,
  - (vi) implement a new promotional program involving the mass media, films, printed materials and demonstration projects, all designed to encourage total participation and excellence,
  - (vii) assist national agencies to develop innovative as well as expanding traditional approaches in serving their respective clientele, and
  - (viii) continue the program initiated by Sport Participation Canada of motivating all Canadians to participate in recreation and to become more fit:
- (b) a reference to the expanded program should be included in the Speech from the Throne at the forthcoming session of Parliament;
- (c) additional funds should be provided over the next



three fiscal years to permit an annual outlay of \$14 million in fiscal year 1973-74, \$17 million in 1974-75 and \$20 million in 1975-76;

- (d) taking into account provincial and local activities in this field, the Department of National Health and Welfare should give further consideration to means by which the benefits of the expanded program, particularly with respect to physical fitness, could be made available to the greatest possible number of Canadians;
- (e) the Department of National Health and Welfare should consult with the Department of National Defence concerning the possibility of using DND personnel and facilities, where appropriate, in support of the expanded program; and
- (f) consultations should take place among the Departments of National Health and Welfare, Manpower and Immigration and of the Secretary of State to determine the extent to which a higher priority might be given to fitness and recreation projects under the Opportunities for Youth and Local Initiatives Programs in support of the expanded Fitness and Amateur Sport Program.

D.J. Leach,  
Supervisor of Cabinet Documents

December 27, 1972, Privy Council.

On January 5, 1973 the most notable development during Lalonde's term in office was announced in the Speech from the Throne that:

In response to the increasing importance of Fitness for the well being and health of Canadians and the need for greater opportunities for people to participate in sports activities; it is proposed to over the next three fiscal years to more than double the current level of expenditures of the Fitness and Amateur Sport program. Plans for a greatly expanded and strengthened program will be announced (Commons Debates, 1973a).



Not only did the Speech from the Throne indicate an increase in funding, it also signalled a change in emphasis.

Sport and Fitness-It's a New Game. In a speech delivered at the University of Lethbridge Athletic Awards Banquet "Sport and Fitness in Canada-It's a New Game" the Minister outlined his philosophy, reviewed a number of program thrusts and announced some significant organizational changes related to the FAS program (Lalonde, 1973). He stressed that the program served a dual purpose through the Sport Canada and Recreation Canada Directorates. However, it appears that Lalonde was seeking a balance in the dual purpose resulting in an increased emphasis on fitness and participation. The Minister said:

I have stated our conviction that we must maintain a balance between our drive toward competitive excellence and our concern with mass participation. Until this year, however, we were spending roughly \$3 on programs to promote excellence for every \$1 spent on general fitness. There is no doubt that the glamor of competitive sport and the immediacy of its problems to some extent dictated our immediate priorities, but over the next three years we are going to commit a much larger proportion of our resources to promoting fitness and participation. At the same time, the overall budget for the Fitness and Amateur Sport Program has been increased by 60% from 11 million dollars last year, to 17.9 million dollars this year and it will rise by over 125% to 25 million dollars by 1975-76. This means that in less than 10 years the Federal Government will have increased its expenditures in this area from less than 5 million dollars to 25 million dollars. This year, the ratio between the money spent on excellence and the money spent on fitness will be about 3 to 2 -- still favoring excellence but with a healthy gain on the fitness side. By 1975-76, the ratio





will be 4 to 3, and if it were possible to measure "the spillover effect" -- the incentives to general fitness that come from competitive sport -- we think that the ratio would be very close to the ideal of 1 to 1. This, of course, does not mean that our drive toward excellence will suffer. In the next three years we are almost doubling the amount of money that will be spent on competitive sports. But we are tripling the money to be spent on promoting general fitness to attain the balance essential to the success of our total program. (Lalonde, 1973:12-13).

As well he announced that the program would be elevated to a Branch from a Directorate with the appointment of an Assistant Deputy Minister for Fitness and Amateur Sport to be responsible for both Sport and Recreation Canada (Lalonde, 1973:14). This officially occurred on April 1, 1973 and fulfilled the recommendations of the Task Force Report and the P.S. Ross Report (DNHW, 1973ar:2; DNHW, 1969s:133; DNHW, 1969b:81). At the same time the Branch was moved from the Welfare side to the Health side of the Department. In his Lethbridge address Lalonde states:

We have also decided to move the Fitness and Amateur Sports from the Welfare side of the Department to the Health side. I would like to say a few words about this change.

It is becoming increasingly evident, in a larger frame of reference, that many of our major health problems have their roots partly in the way we live. The resolution of these health problems can therefore best be achieved by directing a greater share of our health resources to influencing Canadians to adopt a way of life which is free from harmful or destructive habits such as smoking and lack of physical exercise. Our interest in achieving this goal is reflected by the increased funds for Recreation Canada from 2.3 million in 1972-73 to 9 million in 1975-76, as part of the overall increase to the program. The Recreation



Canada Program is a key element in promoting a Canadian life style which contributes to good health in a positive and pleasurable way - just as the habits that are developed through participation in sports go a long way in maintaining this level of good health. By allocating the Sport and Fitness responsibilities to the Health side of the Department, better coordination will be possible with other life style-directed programs such as drug abuse, smoking, alcoholism, weight control, as well as the promotion of better nutrition. All these related to physical fitness and the proper development of Canadian athletes (Lalonde, 1973:15).

This reflects Lalonde's philosophy that prevention and good health habits reduce health care costs. This priority for the Department during his tenure is highlighted in his Report tabled in the House of Commons on May 1, 1974 (Commons Debates, 1974h; Lalonde, 1974a).

A New Perspective on the Health of Canadians - A Working Document. This Report is considered as the cornerstone of federal government health policy today. The move of the FAS program from the Welfare to the Health side of the Department was directly linked to Lalonde's Report. This is reflected in the 1974 Annual Report of the Department. It reads:

A new Health Care Concept, outlined in the recently released document "A New Perspective on the Health of Canadians", has been developed by the Department involving the Four areas of: human biology, environment, lifestyle and health care organization. The Fitness and Amateur Sport program will have greater association with the lifestyle effort of the Department. Personal fitness and a greater participation in physical activity are seen as extremely important elements in improving the health of Canadians (DNHW, 1974ar:1).





In a newspaper article sport was related to this new thrust. Best (1973) states:

Canada's physical fitness and amateur sports program has been given a major boost in stature by the federal department of national health and welfare. Responsibility for the program has been moved to the department's health side to permit closer co-ordination with the drug abuse, anti-smoking and anti-alcoholism programs. Fitness and sports were formerly in the welfare section.

This interrelated approach was emphasized in an address to CAHPER on March 31, 1974 at the Association's National Conference (Lalonde, 1974b).

An Address to the Canadian Association for Health, Physical Education and Recreation. In his address Lalonde reviewed the previous year's activity by the Branch. He states further, in rationalizing the move of the Branch from the Welfare to Health side of the Department, that:

We have realized that health is much more than the absence of illness or the provision of facilities and qualified doctors and nurses. It is equally important to devote our attention to the preservation of health. It is imperative that we become concerned with such lifestyle problems as drugs, tobacco and alcohol abuse. Obesity, proper nutrition and physical activity are all parts of this interrelated approach.  
 . . . . These principles have been developed in much greater detail in a document released the other day called "A New Perspective on the Health of Canadians" (Lalonde, 1974b:5-6).

He emphasized further the overall objective of the Branch stated in the 1973 Annual Report.



The 1973 Annual Report shows that the major goal of the Branch, determined at the end of Munro's tenure, was refined and three sub-objectives were specified as the Government's policy:

The principal objective of the Fitness and Amateur Sport Branch is to raise the fitness level of Canadians and to improve their participation in physical recreation and amateur sport. To fulfill this purpose, the Branch pursues three sub-objectives.

- (a) To increase the appreciation for and understanding of fitness, physical recreation and amateur sport
- (b) To improve the Canadian delivery system of fitness, physical recreation and amateur sport
- (c) To improve the quality of participation of Canadians in physical recreation and amateur sport (DNHW, 1973ar:2)<sup>25</sup>

This policy statement has been specified as the Government objectives for the FAS program since 1973. Four years later on April 5, 1977 the newly appointed and first Minister of State for Fitness and Amateur Sport - - the Honourable Iona Campagnolo - - announced to the House of Commons that not only was the above the policy of the Government but that the three sub-objectives were listed in the priority order that the Government attached to them (Commons Debates, 1977a). This posture has remained as the Government's policy to the present time. However, the emphasis continued

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<sup>25</sup> Objectives (a) and (c) were specified in the Proposed Sports Policy and objective (b) as well as the overall statement flow out of the P.S. Ross Report recommendations (DNHW, 1969a, Part 2:131-132)



to shift back and forth from sport to recreation and vice-versa.

Dion (1977) states, "Lalonde had other interests and the thing grew by itself somehow." He says further:

He did not follow the operation of the Branch that well . . . after all he has a big budget and FAS is just a little bit. He left it to Bob Giroux and Paul Woodstock and they don't have the grasp, the relationships and the communication skills in my book to put it all together.<sup>26</sup>

Most interviewed for this study agree with Dion.<sup>27</sup> Meagher states that the program in general did not seem to be a very high priority to him. He states:

I don't think it ever turned him on and that's one of the reasons the thing just dabbled in limbo (Meagher, 1977).

Brown (1977) adds:

Lalonde was looking at the program from a health aspect--preventative health. When I was there (NAC meetings) any talks he gave were about preventative health--that was good but nothing seemed to crystallize. They were always talking about some mechanism to bring this about.

Dion and Westland really believed that the New Perspective Report was going to provide the program with a broader

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Giroux and Woodstock were Assistant Deputy Ministers for the Branch. See the following section on Structure

27

Bedecki (1977b), Blackstock (1977c), Brown (1977), Fisher (1977), Fraser (1977), Glynn (1977), Lefaive (1977), Meagher (1977), Pugliese (1977), Taylor (1977a) and even Willard (1977) agreed with Dion insofar as Lalonde showed very little interest in the program especially when compared to Munro.





rationale and new thrust (CAHPER, 1975). They state that was the rationale behind creating the two new Directorates Lalonde announced to CAHPER in 1974 (CAHPER, 1975; Lalonde, 1974b:7). The Program Operations and Administration Directorate was to be a coordinating support unit between, and to, Sport Canada and Recreation Canada. The other new division was named the Planning , Evaluation and Research Directorate. This latter Directorate from 1974 to 1977 preoccupied itself with the development of plans based on the New Perspective Report (Buckley, 1977; Dion, 1977; Lemaire, 1977; Keir, 1977; Westland, 1977b; CAHPER, 1975).<sup>28</sup>

Dion states the following:

The question is how come the script that has been written for Act 3, "The New Perspective on Health of Canadians" has not seemed to be followed in the "New Plan for Sports Canada"? Somebody is selling a bill of goods to somebody in shop (in the FASB) and they are not comparing notes properly in my book. They are rehashing things that may have been true for Act 2 (the Munro era which Dion refers to as the elitism era). But maybe the Olympics had an impact? (Dion, 1977).

Indications of the Olympic impact was Lalonde's remarks at the conclusion of his address to CAHPER. In the speech he outlined the importance of Game Plan '76 saying that, ". . . considerable sums of money have been earmarked for this developmental program" (Lalonde, 1974b:10).

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28            This is discussed in more detail under the section on Structure.



From 1973 when the funding was increased, up to the close of the Olympics in August 1976, the Olympics pushed all other programs and thrusts aside in spite of Lalonde's personal philosophy. This certainly was the belief of almost everyone interviewed for this study. In all likelihood, if it was not for the 1976 Olympics, Lalonde would have steered the program back to the broad fitness thrust of the 1960's.

The 1977 Annual Report states:

The timing of the transformation from Directorate to Branch status and the consequent expansion of role and resources was most appropriate. The Branch could not only initiate vital programs such as Game Plan to bolster Olympic preparation, but was able to capitalize on the growing Canadian interest in sport and fitness generated by the Olympics to promote the overall Branch campaign.

In the next several years, development and successes of the Branch and its program were manifold, with no small measure of Canada's 1976 Olympic achievements a direct and indirect result of Branch endeavours. By 1976, the Fitness and Amateur Sport Branch was administering more than 30 million dollars to encourage Canadians in the creation of healthier lifestyles through physical and recreational participation.

The inverse approaches of the Fitness and Amateur Sport Branch converge on a simple altruism: the encouragement of lifestyles in which we regain and defend our natural physiological balance in a society life with sedentary distractions. The growth and development of the Branch over the past sixteen years reflects both its justification and its success (DNHW, 1977ar:5).

During the last two years (1974-1976) of Lalonde's direct responsibility for FAS he did not make any major





policy addresses concerning the program. His attention and activities related to Fitness and Amateur Sport were most assuredly centered on the Olympics, as was everyone else's at the national level.<sup>29</sup> A major outcome of Canada's successful performance at the Olympics resulted in the creation of a new Ministry for Fitness and Amateur Sport (Campagnolo, 1977c).

Events Leading to the Appointment of a Minister of State for Fitness and Amateur Sport. The appointment of a Minister specifically related to the FAS program was not a new idea.<sup>30</sup> The success of the Montreal Olympics moved Prime Minister Trudeau to create the new Ministry of State for FAS (Campagnolo, 1977c). However, developments during Munro's and Lalonde's terms contributed to the appointment of a Minister for Fitness and Amateur Sport.

Although not a specific recommendation it was suggested by the Task Force on Sports that a Ministry of Sport be established (DNHW, 1969b:94). Following the Report of the Task Force and the P.S. Ross Report new

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<sup>29</sup> This is the author's observation from having worked in Ottawa at the National Sport and Recreation Centre during the time period leading up to the Olympics. In the author's opinion for the two years preceding the Olympics almost the total energy of the Branch and the National Sport and Recreation Centre personnel was somehow related to the Olympics.

<sup>30</sup> The idea first was proposed by Member of Parliament John Plaxton in 1937 (Commons Debates, 1937). Also see the Prime Ministers and Members of Parliament section in Chapter 2.



organizations were created to facilitate sport development in Canada. The major recommendations of the Task Force on Sports for Canadians related to the enhancement of the sport delivery system were: 1) that the Government provide assistance to organize and develop a national coaches association (DNHW,1969b:83), 2) the creation of an Administrative Centre for Sport (DNHW,1969b:58-5), 3) that a non-profit organization to be known as Hockey Canada be established for the purpose of managing and financing the National Hockey teams of Canada (DNHW,1969b:79) and 4) the creation of the Canadian Sports Medicine Association (DNHW,1969b:85). As well the Task Force recommended that a public program promoting physical fitness be carried out in Canada modeled after the President's Fitness Council in the United States (DNHW,1969b:82). This recommendation was reinforced by the P.S. Ross Report, Beaubien (1972b) and the NAC.<sup>31</sup>

Hockey Canada was created in February, 1969 the same month the Task Force Report was completed and before it had been tabled in the House of Commons on May 12th of the same year (M and M Research, 1973:1). The Proposed Sports Policy initiated the creation of an Administrative Centre for Sport - - now called the National Sport and Recreation Centre (NSRC); the Coaching Association of Canada

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<sup>31</sup> Program and Positional Outputs are discussed in more detail later in this Chapter.



(CAC) and the Canadian Academy of Sports Medicine (CASM) (DNHW,1970a:31,38). Munro's Sports Policy also encouraged the continuation of the Canada Games and the hosting of World Championships and many other new initiatives such as scholarships, clinics and improved sports promotion (DNHW,1970a:34,39-44).

These developments in turn spun off other program initiatives such as PARTICIPaCTION created in 1971 (Kisby, 1973); Game Plan (1971), the Sports Information Resource Centre (SIRC), improvements in communication among NSGBs and recreation organizations resulting in greated activity and new thrusts. The increased funding for fitness and amateur sport secured during Munro's and Lalonde's tenure coupled with the 1976 Olympic preparations, heigthened activity and developments at the national level.

These events led to concerns by persons involved in amateur sport at the national level. Concerns were related to confusion over "what this thing called amateur sport really is" (Taylor,1976:preamble). Geoff Gowan who became the Technical Director of the newly formed CAC states:

When I came into the job I could not see a central point related to the whole mish mash of sport and physical activity for that matter. There seemed to be numerous agencies not always pulling in the same direction. I think a focal point has its advantages. I think we're closer to that . . . and the fact that we are closer to that brings its attendant insecurities because there is always concerns by some groups of government takeover, government manipulations and government intervention. I think the





recent Bryce Taylor chaired Unification of Sport Report is a step in the right direction. To what extent it will be embraced remains to be seen (Gowan,1977).

On June 16, 1975 at the Annual Meeting of the Governors of the National Sport and Recreation Centre, Bryce Taylor gave a speech outlining concerns facing amateur sport. One of the results of the speech was the formation of the Committee for the Unification of Sport in Canada. The Committee confined its deliberations to "competitive sport at the national level" (Taylor,1976:preamble). The major problems facing sport in the 1975-76 period when the Unification Committee conducted its deliberations were outlined in the purpose of its Report. The Report says:

The Summer Olympics will be over in a few months. Competitive sport at all levels has ridden a wave of public and private financial support. The debits of Montreal and an athletic performance that does not meet expectations could result in a generalized backlash against competitive sport - in public support and in private investment.

In the seven years since the report of the Task Force on Sport, the growth of sport agencies, services, programs and events has been enormous. After a moment of reflection it is easy to recognize that many of present day sports organizations came into being (in an operational sense) during this period. Like a child building a house of blocks, which eventually comes crashing down, people in sport are suddenly feeling that we have little time left before our present sport structure also collapses.

Recent public political issues are adding pressure. The need for general economic restraint coupled with the need for reduced government spending leads many people in sport to believe that amateur competitive sport will be viewed as one of those economic extravagances that future governments cannot afford.



The acquisition of the Olympics as a Canadian event has resulted in an abnormal and artificial growth in many sports. The preparations for national and international competition, the injection of large sums of money, the need to plan, organize, administer and evaluate the programs required has placed an incredible strain on a shaky structure. Many volunteers are in an administrative pressure cooker for which they neither asked nor are prepared. Amateur Sport now requires "big time" and "full time" commitments. Many volunteers will be completely exhausted by September 1976 - and the whole future structure of sport could be in jeopardy in little over a year.

The problem in sport on an all-encompassing level is one of deep philosophical opinions. We have played with pyramids, reverse pyramids, flow charts and many other means of attempting to define and clarify the bed-fellows.

There are probably over one hundred separate national organizations that have staked a claim on some of the territory of the national sports scene. From individual governing bodies to multi-sport mammoths, each agency has evolved certain spheres of influence - not often clear to themselves let alone the outside world. Any attempt to develop plans, policies, goals, directions and structures on a truly representative basis faces an incredible amount of negotiation, self interest and bias. Such a situation is compounded by a "check and balance" system, wherein ultimate control, authority or even leadership is unclear. Should any one group step out front, the others would quickly provide the checks.

Of paramount concern therefore in this document has been an analysis of the existing structure; the placement of values on its operations and functions and a final attempt to define an ultimate structure with clear definition and little if any ambiguity (Taylor, 1976:1).

Proposals and recommendations contained in the Unification of Sport Report raised the attendant insecurities suggested by Gowan and was not "embraced" by the sport community. Lefaive (1977) and Taylor (1977a) believe that the term





"unification" created some alarm and smacked of government control. Both agreed that if the term "coordination" had been used the Report would have been received better.<sup>32</sup>

The Unification of Sport Report, however, did provide a concise clear statement of problems that sport may encounter following the Olympics and the inherent problem facing sport since the time of the Task Force. For this reason this author believes that the Report and the success of Canada's national team at the Montreal Olympics were the key factors leading to the decision by the Prime Minister to appoint a Minister of State for Fitness and Amateur Sport.<sup>33</sup> MacFarlane (1977a) in his interview states that as Party Whip he had occasion to meet the Prime Minister many times formally and informally. During his tenure as an MP and as Party Whip he presented papers to the Prime Minister about a separate Ministry of Sport

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32 This is discussed further in this Chapter.

33 Some people may question that Canada was successful at the Montreal Olympics as Canada did not win any gold medals. However, Canada did finish in an unofficial tenth place. As well the newspapers and other media helped create a very positive image for competitive sport resulting in a upsurge of participants in amateur sports across Canada (many interviewed perceived this to be the case, also see Halifax Chronicle Herald, 1976; Ludwig, 1976; Mellor, 1977a). A third reason why the Ministry could have been created was to accommodate Mrs. Campagnolo. The political pundits of the time believed her to be a real up-and-comer in the Liberal Party and this would be a way to bring her into the Cabinet for experience as a junior minister. However, although this may have been the case, other minister of state positions could have been made available to her such as science and technology or urban development (personal view of the author).



and gave speeches to groups on sport. MacFarlane's background involved being a university athletic director and coach as well as one of the first public relations officers of the Administrative Centre for Sport and Recreation in 1970-71 (MacFarlane,1977a).

In one of his papers MacFarlane included the Unification of Sport Report as a supporting document rationalizing the setting up of a separate Ministry of Sport (MacFarlane,1976). He claims that the Prime Minister became very interested in the concept of a separate Ministry during the 1976 Games and felt that it would help amateur sport solve some of its problems (MacFarlane,1977a).

On September 15, 1976 the Prime Minister appointed the Honourable Iona Campagnolo as Minister of State for Fitness and Amateur Sport. To enhance the effectiveness of her portfolio the Prime Minister promised to upgrade the FAS program (Campagnolo,1977c). A month later on October 12, 1976 in the Speech from the Throne, the Government indicated that it would augment the FAS program. The Speech states:

In the aftermath of the highly successful Montreal Olympics, and the gratifying results achieved by Canadian athletes, federal support for selected amateur sport and fitness programs will be further augmented (Commons Debates,1976:i).

The Ministry was originally intended to be a temporary one with the intention of ". . . giving it a shot or - - - to keep it moving along (after the Games)" (Campagnolo,



1977c). As well the Minister of National Health and Welfare, the Honourable Marc Lalonde found the growing program, with an ever-increasing number of interest groups (i.e. NSGBs etc.) and its demand of public appearances at sport events very onerous (Campagnolo, 1977b; MacFarlane, 1977a). This reflects a growing trend in the federal government. Jackson and Atkinson, 1974:6) state:

Everywhere the demands placed on the time of legislators are mounting. The necessity for personal specialization and more legislative expertise engulfs most Parliamentarians. At the same time interest groups rather than political parties have been prominent participants in the creation and administration of public policy.

The Minister of State was considered a junior ministry position and for the immediate short term remained under the aegis of the Department of National Health and Welfare as the Minister of Health and Welfare technically was responsible for the Act. However, it is evident that it was administrative expediency that kept the Ministry within the Department of Health and Welfare (Campagnolo, 1977c).

Iona Campagnolo, Minister of State, Fitness and  
Amateur Sport: September 15, 1976 - May 22, 1979

The appointment of Mrs. Campagnolo as Minister was regarded by most persons interviewed as the most important event related to fitness and amateur sport at





the national level in the 1970's.<sup>34</sup>

The "Iron Lady" was accepted by almost everyone involved in sports and fitness at the federal level. However, she was not afraid to take on anyone who objected to her point of view. Many remarked that she provided a focus where previously one did not exist for sport in Canada (Glynn, 1977; Gowan, 1977; Lefaive, 1977; Pugliese, 1977). Campagnolo's contributions to sport in Canada were many in her two and a half year term. She made the portfolio a lasting one, she undertook studies to review sport and recreation, she took a very personal interest in trying to coordinate sports bodies and was very accessible.

In her first speech to the House she repeated the statement from the Throne Speech and stated her concern to be the ". . . larger picture concerning the health and fitness of our nation as a whole" (Commons Debates, 1976jj). As previously mentioned, only six months after her appointment she re-stated the overall objective and three sub-objectives for the FAS program in priority order to the members of the House of Commons (Commons Debates, 1977a). This appears to imply that the quality of participation (excellence) by

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34 All interviews were conducted between December, 1976 and April, 1977. However, even after only five months people were remarking on Campagnolo's effectiveness. The author being involved at the federal level for Campagnolo's entire term believes that this was the most important development of the seventies.



Canadians in amateur sport was of a lesser importance than participation for participation's sake (recreation/fitness) to the new Ministry.

When Marc Lalonde created the Planning, Research and Evaluation Directorate it began to develop a "Branch" plan based upon the main objective and three sub-objectives articulated by Lalonde (Buckley, 1977; Lemaire, 1977). This plan was to incorporate objectives and recommendations from the News Perspectives Report that related to a positive health lifestyle, recreation, fitness and amateur sport (CAHPER, 1975; Lemaire, 1977).

As Lalonde perceived the Branch as a single entity so did the FASB Assistant Deputy Ministers.<sup>35</sup> This view carried over to the planning process. On October 8, 1974 the first in a series of papers was prepared that referred to FAS projects and plans related to the five strategies of the health field concept (Lemaire, 1974b). In September 1975 the Planning Section of the Planning, Research and Evaluation Directorate documented the "Needs, Problems, Concerns of Canadians" which were ranked by the Management Committee of the Branch (DNHW, 1975b). The Branch then embarked upon a planning system that resulted in the priority ranking of the three primary sub-objectives (DNHW,

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35 The first two Assistant Deputy Ministers for FAS were Bob Giroux (April 1, 1973 - May, 1975) and Paul Woodstock (June, 1975 - February, 1977).





1975b).<sup>36</sup>

Buckley (1977) indicates at the time the new Ministry was established plans were well in place to finalize a "Branch" plan to relate the objectives to FAS programs (Figure 5-1). This systematic strategy was intended to alter the direction of the FAS program. Lemaire states:

The New Perspective on the Health of Canadians provided a series of strategies, like 74 health strategies. I prepared a paper that showed the relationship of those health strategies to the FAS program<sup>37</sup>. In the Department of Health and Welfare as a whole from the Deputy Minister's Office there is a concern to get more Canadians active. The Deputy Minister and Treasury Board has had a hard time understanding (the Branch). In reality, I think, the Branch budget has been spent where priority is not most important, in spite of the fact that Treasury Board, Deputy Minister Rawson, the last Deputy Minister (Leclair) and the former Assistant Deputy Minister (Giroux) all agree the priority should be in mass participation. Now it is changing very slowly, very slightly this year for the first time. Previously the whole Branch, the administrative structure, activity structure, the way the programs were related to each other, the way people related; everything was organized and geared toward the elite program. Now it takes time to disorganize and dismantle in order to put in new priorities. About one and a half years ago we started to disorganize that elite thrust. The priorities on elitism were not really there because of the Olympics. There

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36 Many of the ideas, priorities and suggestions summarized in the plans developed by the Planning, Research and Evaluation Directorate came from National Conferences on 1) Fitness and Health (DNHW, 1972j), 2) Child in Sport and Physical Activity (Albinson and Andrew, 1973), 3) Women and Sport (DNHW, 1974b), 4) Employee Physical Fitness (DNHW, 1974c) as well as the New Perspectives document (Lalonde, 1974a). Most of these Conferences took a broad recreation outlook and/or emphasized physical fitness aspects of health.

37 Lemaire, 1974b.



FIGURE 5-1

FITNESS AND AMATEUR SPORT OBJECTIVES AND ACTIVITIES

January, 1977

F.A.S. Programs		F.A.S. Sub-Programs		(Ranked) Sub-Objectives	Blue-Book Activities
1.3 Sport Development		1. Information 2. Promotion 3. Leadership Development 4. Administrative Support 5. Training	6. Physical Resources Development 7. Competition 8. Game Plan 9. Games/Hosting 10. International Exchanges	1. To increase the appreciation for and understanding of fitness, physical recreation and amateur sport	
2.1 Participation Development		1. Promotion 2. Information Material 3. Leadership Development & Training	4. Participant Skill Development 5. Organizational Development 6. Facilities and Equipment Development		1. Sport, Fitness, Participation Development
3.2 Fitness		1. Information and Education 2. Publicity and Demonstration	3. Human Resources Development 4. Physical Resources Development	2. To improve the Canadian delivery systems of fitness, physical recreation and amateur sport	
4. Planning, Research, Evaluation		1. Planning 2. Research 3. Evaluation			
5. Information, Liaison Relations		1. Media Relations 2. International Advisory Contact 3. International Information 4. International Development	5. Federal-Provincial Information 6. Federal-Provincial Consultation 7. Federal-Provincial Involvement	3. To improve the quality of participation in physical recreation and amateur sport	
6. Management, Administration		1. A.D.M.'s Office 2. Director's Offices 3. Accounting 4. Auditing 5. Classification & Staffing 6. Staff Development	7. Ministerial Correspondence 8. Contribution Systems 9. Grants-in-aid 10. Administration (not recorded elsewhere)		2. Management, Planning Liaison
		Overall Objective			
		to raise the fitness level of Canadians and to improve their participation in physical recreation and amateur sport			

Source: DNHW, 1977m



were a couple of people that geared the system toward elitism and they succeeded. They did a good job. It started with Lefaive. They did what they thought should be done. I'm impressed with what they did (Lemaire, 1977).

To further illustrate his point Lemaire adds:

The Deputy Minister is concerned with participation in sport. For example, the Canada Games is either a competitive program or a participation program. Clearly the emphasis is on competition not participation. Now if you change the emphasis of the Canada Games to participation, the methods and structure of the Canada Games has to change to (Lemaire, 1977).

Paul Woodstock, the Assistant Deputy Minister who succeeded Giroux in June 1975, was a strong advocate of a Branch plan (Buckley, 1977; Dion, 1977; Jackson, 1977; Keir, 1977; Lemaire, 1977; Westland, 1977b). And in January 1977 the Planning, Research and Evaluation Directorate articulated the policy of the Branch as follows:

During the past two years, considerable progress has been made in developing a systematic strategy for the national delivery of services in the complicated and diverse field of fitness, recreation and amateur sport in Canada.

The Program of the Fitness & Amateur Sport (FAS) Branch, consisting of approximately 1500 separately supported projects, has been rationalized into a program activity structure (Figure 5-1) which identifies the objectives of the Branch, its priorities and delineates its major programs.

A Planning system for the Branch has been designed and implemented together with the related systems of Research and Evaluation. This has allowed for the identification and analysis of existing and future needs, problems and concerns, and has also allowed for the planning of strategies and programs to meet these requirements.

New and innovative ideas can now be compared with existing and planned programs and the direction of





the Branch can now be oriented toward programs of high priority. Currently, the new directions and thrusts are in the areas of Game Plan, participation, fitness programs, alleviation of stress through recreation, promotion and communication, sport and recreation for the disabled, national and international liaison, federal/provincial relations, outdoor recreation, and the formation of a federal plan.

This entire planning exercise encompassed the creation of the FAS Plan, now concluded and documented in two formats - one for the general public and another for specialists in the field. The next step, now underway, is the development of a Federal Plan aimed at the creation of better coordination mechanisms between the 66 federal agencies currently involved in one way or another with the provision of similar services. The following step will be directed towards the integration of the private and public sectors on one hand, and of differing regional interests on the other hand, through the joint development of a National Plan (DNHW , 1977m).

This emphasis was the first one that Mrs. Campagnolo encountered in her first six months in office. It appears that she quickly identified with this aspect of the program for at the time her knowledge and contact with sport was relatively limited compared to what it later became. The assumption is that she followed the direction and advice of her Assistant Deputy Minister Paul Woodstock, who advocated the approach advanced by the Planning, Research and Evaluation Directorate (PRE). However, there was conflict within the Branch at the time because the Sport Canada Directorate disagreed with PRE doing the planning and thinking for the entire Branch (Jackson, 1977; Lefaive, 1977; Westland, 1977b; Woodstock, 1977). This conflict is illustrated in the



interview with Dr. Roger Jackson who was the Director of Sport Canada at the time. When asked what the objectives of Sport Canada were he replied:

Our objectives are constantly being evaluated and re-evaluated and the most proper thing would be to ask Planning, Research and Evaluation. I don't necessarily agree or disagree with some of them. They have ranked the three major sub-objectives. I don't believe with the ranking of them. It's like ranking your three children and asking which is more important than the other. They are all different and all are important. There has been a lot of structural changes and a lot of maturation in the process, there has been a lot of development that has created a new level of problems. It's all a part of growth. The first principle is primarily, very simply, that the Government has restricted itself to those things that are national and international and it has therefore worked (been effective) for projects in that flavour. The second principle is that the Government has tried to strengthen the exterior delivery system and keep it at arms length (Jackson, 1977).

Campagnolo, following her position statement on April 5, 1977 in the House of Commons and for the last two years in office became more aware of this sport emphasis and its national and international implications. The main reason why she later embraced high performance sport was that most of her advisors came to be many of the same individuals who were closely connected to the FAS program over the years from the Task Force to the development of the Unification





of Sport Report.<sup>38</sup> Her first major speech related to sport was given at the Canadian National Exhibition (CNE) Sports Day on August 27, 1977.

Sportfuture. Mrs. Campagnolo announced to the CNE audience that her speech, titled "Sportfuture", was on "Federal Sport Policy" (Campagnolo, 1977d:1). In the speech she stated what sport is, briefly reviewed federal government involvement in sport and its program outputs from 1961, described the government's future intentions and announced the Green Paper process that would enable her to realize the objectives outlined in the presentation.

The view of sport the Minister presented was similar to that stated in the Unification of Sport Report and also was the same as that emphasized by Lefaive and Munro since 1969.<sup>39</sup> Nevertheless, the former Minister states in the

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38 The author's perspective is that Mrs. Campagnolo's prominent advisors related to FAS were: Doug Fisher, Lou Lefaive, Dan Pugliese, Bryce Taylor, Geoff Gowan, Lyle Makosky, Chris Lang, Carol Erb who later joined the Minister's office, Ian Howard who became her Administrative Assistant and who was a prominent election "bagman" and later aide to John Munro during his Ministership and Peter Lesaux who succeeded Paul Woodstock as Assistant Deputy Minister (refer to section on Structure). Some interviewees suggested the above names as well (Jackson, 1977; Lay, 1977; Lefaive, 1977; Pugliese, 1977; Richardson, 1977; Sorenson, 1978; Taylor, 1977a).

39 Others interviewed related to the same definition but Lefaive continuously emphasized the view presented by the Minister as very important and fundamental to the enhancement of federal government involvement in sport (Lefaive, 1977).



speech that:

Several factors have confused the politicians and the bureaucrats about sport policy. Most of all they still get sport mixed up or entwined with health, fitness and recreation. Indeed, it has taken me some months as Minister for Sport to realize that while sport may be healthful - an aid to achieving fitness - and very recreational, such is not the core or gut of sport. Sport is a good, a worth, an activity in itself. It has standards of excellence, and its own code of ethics and behaviour. Sport means to take part, to strive, usually to win or to improve one's performance as one's team performance (Campagnolo, 1977d:2).

Further the conglomerate term "sport" she described as "a multitude of individual sports . . . so diverse it is hard to arrange it, even mentally". She made the distinction between professional and amateur sport the former being considered first class the latter being something "less than the best" (Campagnolo, 1977d:2). In her advocacy role for amateur sport she says:

The reality is that almost any sport can be and is carried on at such a high level of skill and physical development, particularly at national and world-class competitions, that there is nothing at all between being amateur and being professional except in matters such as individual remuneration or the capacity of a sport to organize for gate receipts, television coverage, and a mass following. Most of the participation, coaching and managing of sport in Canada is by amateurs and volunteers . . . from what we can tell, it is growing and growing, both in numbers and quality of athletes . . . this activity takes place in communities all over Canada and not at some ubiquitous place called "the federal level". (Campagnolo, 1977d:2-3)

Campagnolo recalled that Munro's Proposed Sports Policy stated that "the federal government could not be all



things to all people" and that "it would focus its resources on the national and international levels of sport" leaving the provincial, regional and local sporting developments to the governments and sport governing bodies at those levels. She also re-emphasized the policy of the FASB to create "spin-off" or "arms-length" organizations like the National Sport and Recreation Centre, The Coaching Association of Canada and PARTICIPaction (Campagnolo, 1977d:4-5). These shared sector organizations are now considered major components within the Canadian Sport Delivery System.

The point of her address was that with these major developments and with the "awesome task of the '76 Olympics" undertaken by Montreal, the Province of Quebec, the federal government and most amateur sport bodies in Canada; there was a need " . . . for a reappraisal of federal policy and for the development of a statement concerning it". She announced that in the following months she would be releasing a Green Paper on sport policy (Campagnolo, 1977d:5-6). Further she stated what could be expected within the Green Paper. Her summary reflected most of the content of the Unification of Sport Report.

Toward a National Policy on Amateur Sport. The Working Green Paper was tabled in the House of Commons on October 24, 1977 (Commons Debates, 1977b). The paper titled Toward A National Policy on Amateur Sport was inspired by the Olympic experience and the ideas of sport people, federal government





programs, other levels of governments in Canada, successes of foreign governments and by related organizations (Campagnolo, 1977a:2; 1977c; 1977d:5).

The Green Paper focused on four general areas: funding, administration, technical development and promotion. These areas were all specified in the Unification of Sport Report. The Green Paper was an attempt to rationalize and coordinate the efforts and developments initiated by the Task Force in 1969 (Campagnolo, 1977a:3; Campagnolo, 1977c; Lefaive, 1977). The paper was circulated to individuals and related organizations across Canada who submitted briefs and/or made presentations at public meetings across Canada (Campagnolo, 1979b:5).

During this period the highly successful Commonwealth Games were organized and held in Edmonton, Alberta. The Games became a source of pride for all Canadians because of the Canadian National Team's first place finish and the sound administration that allowed for the Game's financial success and left a legacy of first class athletic facilities for the City of Edmonton and Canada (DNHW, 1979ar:v). These Games created an even more positive attitude for sport among Parliamentarians. This is noted in the Speech from the Throne that reopened the House of Commons on October 16, 1978 (Campagnolo, 1978a; Commons Debates, 1978c). During and following the Games the Minister continued the process of developing a sport policy, explored Canada's involvement in



international hockey (Government of Canada, 1978); initiated another in-depth study of Canadian Hockey (Government of Canada, 1979); finalized a Hosting Policy for sporting events held in Canada which was presented to the House of Commons on November 29, 1978 (Commons Debates, 1978d; DNHW, 1978a); and began a process to develop a national policy on fitness and recreation (Campagnolo, 1979a).

Toward a National Policy on Fitness and Recreation. In her "Sportfuture" address in 1977 Mrs. Campagnolo made it clear that it was important to respect the various political and institutional boundaries related to sport as she moved toward the development of a National Sports Policy. She made it quite clear that she desired cooperation from every level to ensure the development of a comprehensive policy (Campagnolo, 1977d:5). When the Minister released the Green Paper - Toward a National Policy on Amateur Sport organizations involved in fitness and recreation reacted negatively because they believed the policy should have included the total mandate of the FAS Act.<sup>40</sup>

The provinces and most of the recreation related national organizations reacted to the Green Paper on Sport. In most briefs they continuously reaffirmed their position that the Government was dealing with only half of its mandate.

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<sup>40</sup> The author was closely involved in discussions leading toward the development of the Discussion Paper on Fitness and Recreation.





In reaction to this criticism, the Minister had prepared a Discussion Paper, Toward a National Policy on Fitness and Recreation. The reasons for the development and rationale of this Paper on fitness and recreation are not that dissimilar to those leading to the creation of the P.S. Ross Report in 1969 following the Task Force Report that only focused on sport.

What this development shows is that pressures and major demand articulators within the Canadian Sport Delivery System continued to make the Government consider the broad objectives related to fitness, amateur sport and recreation.<sup>41</sup> The Discussion Paper process was initiated by Mrs. Campagnolo when she asked CAHPER and CPRA to jointly chair and direct the meetings that were to be held across Canada. However, this decision was reacted to bitterly by the Interprovincial Council of Sport and Recreation Directors and Recreation Ministers individually and collectively. The reasons for this uproar was that the provinces believed that CAHPER and CPRA neither represented their interests or concerns nor were they representative of the recreation community-at-large. This shows that Mrs. Campagnolo neglected the specific concerns of jurisdictional boundaries that she referred to in her Sportsfuture address (Campagnolo, 1977d:5).

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41 The debate of which governments are responsible for fitness, recreation and sport reached its height in the 1970's at the Fourth Federal-Provincial Conference of Recreation Ministers (1978a and 1978b - see Bibliography publications and materials of other levels of governments).



However, two months following the appointment of the CAHPER-CPRA Joint Committee, the Liberal Party fell in the May 22, 1979 election and it would be left to the new Conservative Government to resolve the issue. During this same period the process to develop a national policy on amateur sport continued. On April 30, 1979, during the 1979 election campaign, Mrs. Campagnolo released the document titled Partners in Pursuit of Excellence - A National Policy on Amateur Sport thereby fulfilling the primary mandate the Prime Minister gave her on September 15, 1976 (Campagnolo, 1979b; 1977c).<sup>42</sup>

Partners in Pursuit of Excellence. The new White Paper clearly indicates that sport, not fitness and recreation, is the Government's priority. However, the statement in the introduction of Partners in Pursuit of Excellence related sport to fitness and recreation. Also, the public forums that preceded the Paper also elicited a number of concerns about government involvement. The White Paper reflects the continuing struggle the federal government has in relating to fitness, recreation and sport. In the White Paper Mrs. Campagnolo states:

In response to these requests, and because it seemed to me both timely and reasonable to reassess the government's role, I initiated last year a

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42 In her interview Campagnolo states that one of her prime mandates was to provide leadership for amateur sport.



public colloquy with the publication of the Green Paper on Sport. At a series of public meetings across the country, many interested Canadians made written or verbal presentations in reply to the Green Paper. A good deal of concern was expressed about some aspects of recent government involvement. There were those who perceived it to be a form of socialism, encroaching upon what ought to be an essentially non-governmental sphere. Most respondents, however, accepted the presence of the federal government as the natural outcome of Canadian conditions and needs, but some were troubled by the degree of government involvement and by the effects its presence was seen to have. It was felt by many that the autonomy of sport was at risk, and it was vital that sport retain control of its own destiny. There was an almost universal agreement that the role of the volunteer in sports is indispensable, and that there was some danger that the volunteer might be squeezed out. It was also suggested that too many "arms-length" corporations, organized and funded by government to perform specialized functions, were being created, and there was a parallel concern that too much attention was being devoted to the apex of the sports pyramid at the expense of the development of a broad base. All these views have had a bearing on the recommendations I shall make in this paper for the future role of the federal government.

During the period in which the Green Paper on Sport was the subject of public discussion, a draft Working Paper on Recreation was also developed, through a thorough but less publicized process of selective consultation with representative and knowledgeable people.

More recently, I have issued a Discussion Paper on Fitness and Recreation. This Paper serves as a foundation, a starting point for a dialogue on the future of fitness and recreation. This present White Paper deals only with sport, though I recognize that the two fields overlap and in practice have a mutually reinforcing relationship. From the public discussion on the sport Green Paper and preliminary drafts of the Fitness-Recreation Discussion Paper, I have concluded that the federal government must accord a higher priority to sport. It is equally clear to me that recreation is a field in which a primary role has been willingly assumed by the provinces and the municipalities, although the





federal government has a continuing responsibility for establishing and maintaining national goals and standards in health and fitness. Sports governing bodies, however, are concerned with both. They seek to produce first-class athletes, but the production of excellent athletes is inseparable from participation on a wide base. This Paper, however, is concerned primarily with the development of a national sports policy to meet the challenge of international competition, through the production of sports programs for athletes by the sports governing bodies (Campagnolo, 1979b:5-6).

This emphasis has continued to the present and is reflected in the statement and actions of the Ministers of State that succeeded Campagnolo.

Steven E. Paproski, Minister of State,  
Fitness and Amateur Sport: May 23, 1979 - March 3, 1980

In 1979 the Conservatives won a minority mandate. Prime Minister Joe Clark after winning the election appointed the Honourable Steve Paproski, Minister of State for Multiculturalism and Fitness and Amateur Sport (Editorial, 1979a). As Multiculturalism was housed in the Secretary of State Mr. Paproski decided to move the FAS Branch to that Department. This precedent moved the FAS program away from an organizational relationship to health.

One of the first issues Paproski faced was to decide whether to continue the Discussion Paper process for fitness and recreation initiated by Campagnolo just prior to the election. The provincial Sport and Recreation Ministers as well as the Interprovincial Council of Sport and Recreation Directors continued to exert pressure on the



new Government to shelve the Discussion Paper unless they alone in concert with the federal government directed the process. Since most of the provincial governments were Conservative ones they lobbied to have the Federal Party halt the Discussion Paper process. The development of a national policy on fitness and recreation has yet to be advanced. At the close of 1979-80 fiscal year, and his short tenure, Paproski made his only major statement on the "State and Objectives of Amateur Sport in Canada" (Paproski, 1980). His address brought forward some recommendations from Campagnolo's Policy Paper. At best Paproski's term will only receive a footnote in Canada's sport history.

At the end of 1979 the emphasis of the federal government was clearly on sport. The Policy advocated by Mrs. Campagnolo, late in her tenure, to have the federal government focus on high performance competitive sport at the international and national levels was carried forward by the Conservative Government and is being followed by Canada's current Government.<sup>43</sup> To date the federal government's position concerning fitness and recreation remains unclear. However, it appears that the federal government is content

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<sup>43</sup> With the defeat of the Conservatives in March of 1980 the Liberals swept back into power. On March 4th Gerald Regan was officially named as the third Minister of State (Editorial, 1980a). The former Nova Scotia Premier was also named to the Minister of Labour portfolio. Consequently the Fitness and Amateur Sport Branch moved into that Department's structure (see section on Structure). Presently it is too early to assess Mr. Regan's effectiveness.





with this lack of clarity which leaves the provincial, regional and local governments with the major responsibilities for fitness and recreation but provides for federal government involvement in a limited way.

At the end of the 1960's the federal government was concerned about the broad aspects of fitness, recreation and sport. By the end of the 1970's the government's emphasis was high performance competitive sport. Changes in structure during this period also reflects the shifts in federal government policies and objectives.

#### STRUCTURE

The FASA specified that the Minister of Health and Welfare is responsible for its implementation (Appendix 3-1, section 2). From the time Prime Minister Trudeau appointed Iona Campagnolo Minister, Fitness and Amateur Sport came to be considered a separate ministry as suggested by the Task Force Report (DNHW, 1969b:94). Since the 1979 election the Ministry has become a "portable" one having been shifted from Health and Welfare to the Secretary of State Department when Paproski was appointed Minister. In early 1980 when Gerald Regan became Minister the FAS program was moved to the Department of Labour.

#### From Health and Welfare to Labour

The impact each Minister had upon FAS is discussed above in relation to the program's objectives. Following is



a brief summary of the changes in Ministerial responsibilities. The Ministers. Under Munro the FASD remained within the jurisdiction of the Welfare Branch of the Department of National Health and Welfare (DNHW). When Joe Willard, Deputy Minister of Welfare, left the Department in 1973 the question arose as to where the program should be located - on the welfare side or the health side? Willard's successor, ". . . Johnston, was negative toward the program," which was one of the key reasons it moved to the Health side under the responsibility of the Deputy Minister of Health on April 1, 1973 (Willard, 1977).<sup>44</sup>

When Mrs. Campagnolo was appointed Minister of State for FAS she became directly responsible for the implementation of the Act. Technically speaking because the Act is still not officially amended the Minister of Health and Welfare retained jurisdictional authority over the FASB that was within his Department. However, by the end of the 1977-78 fiscal year the Minister of State was given full responsibility for approving and signing all projects and allocations made under the Act (Lefaive, 1977). Figure 5-2 shows the relationship of the new Ministry to the Department of National Health and Welfare.

Following the 1979 election Mr. Paproski was appointed to two Ministries of State, Multiculturalism and Fitness and

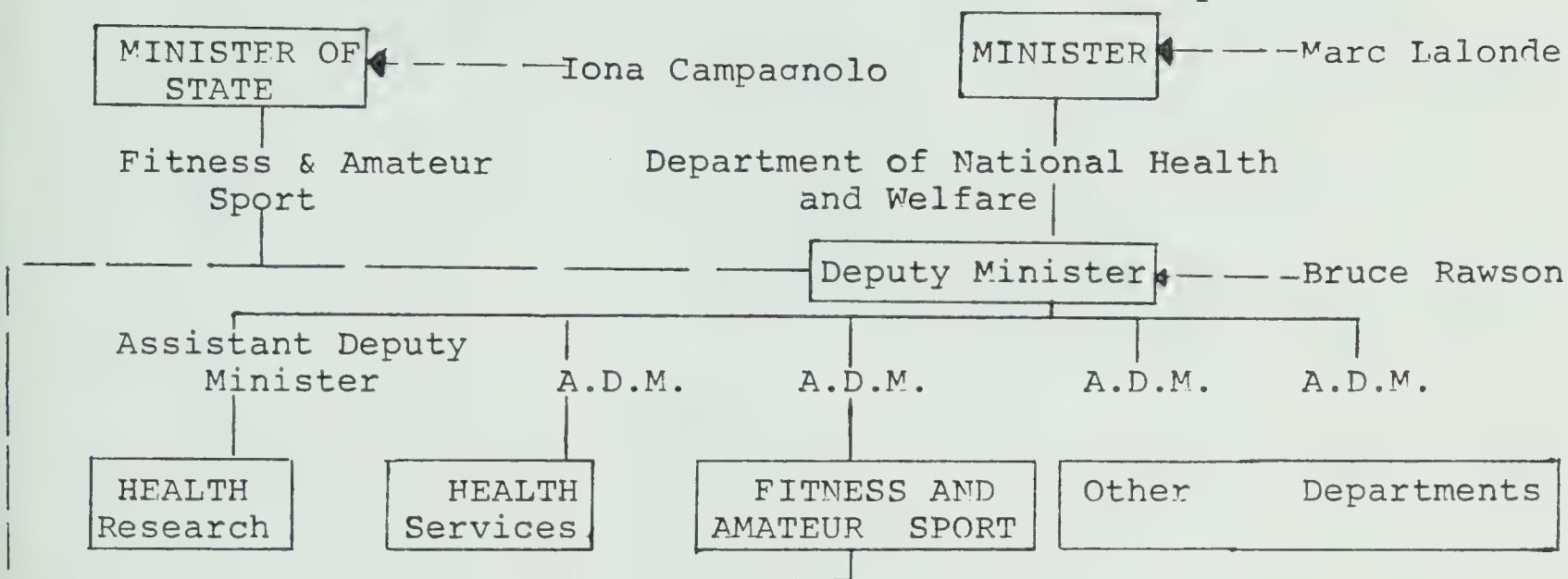
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<sup>44</sup> Other reasons for the move to the Health side of the Department are discussed above.



FIGURE 5-2

Outline of the Structure of the Department of National Health and Welfare Showing the Relationships Between Fitness and Amateur Sport and Other Departments in that Ministry.



The Minister of State, Fitness and Amateur Sport, has total delegation of responsibility for Policy development passed to her from Mr. Lalonde. At present, although this may change, Mr. Lalonde retains the full responsibility for signing and approving contributions, etc. However, the recommendations of the Minister of State have always been followed by Mr. Lalonde even though he retains this responsibility

The Minister of State governs all decision making relating to policy of the Fitness and Amateur Sport Branch and is the voice representing Fitness and Amateur Sport in the Cabinet

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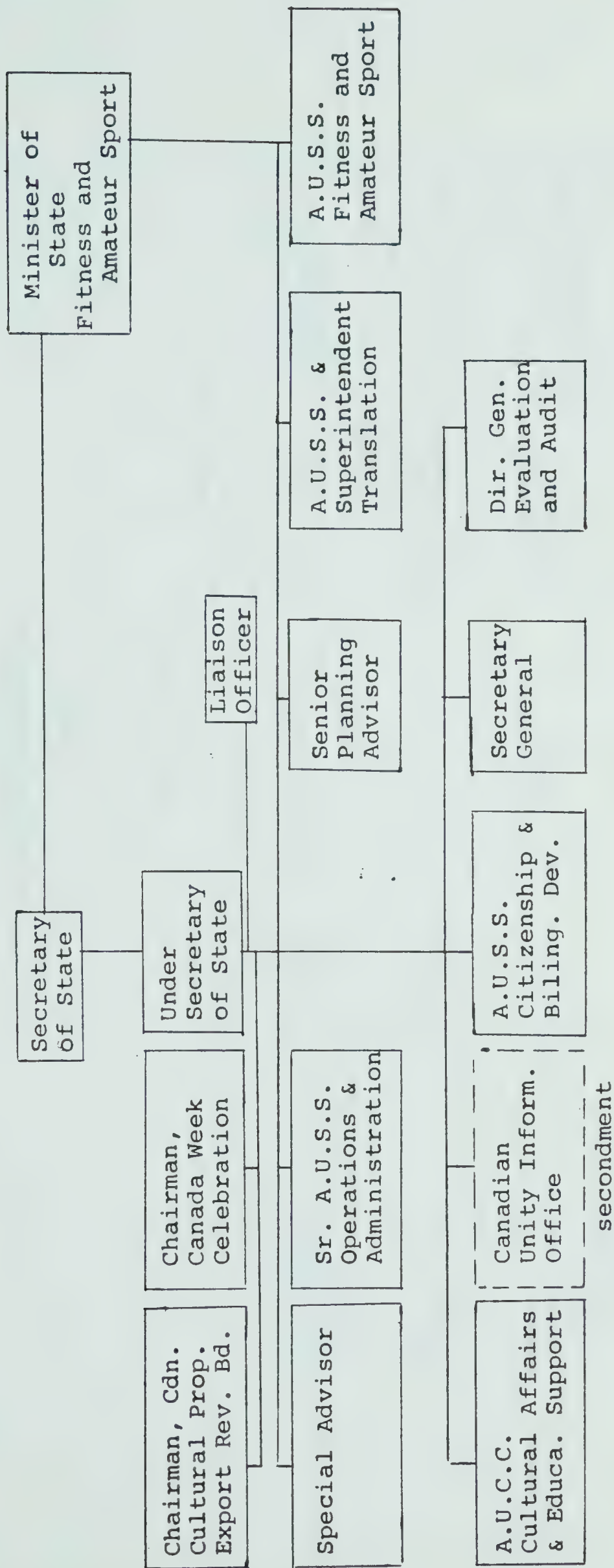
SOURCE: Council of Executive Directors, 1977  
As reported by Mr. Bill Delbridge,  
Director Administration and Program  
Services, Fitness and Amateur Sport  
Branch.





FIGURE 5-3

DEPARTMENT OF THE SECRETARY OF STATE: May 22, 1979 - March 3, 1980

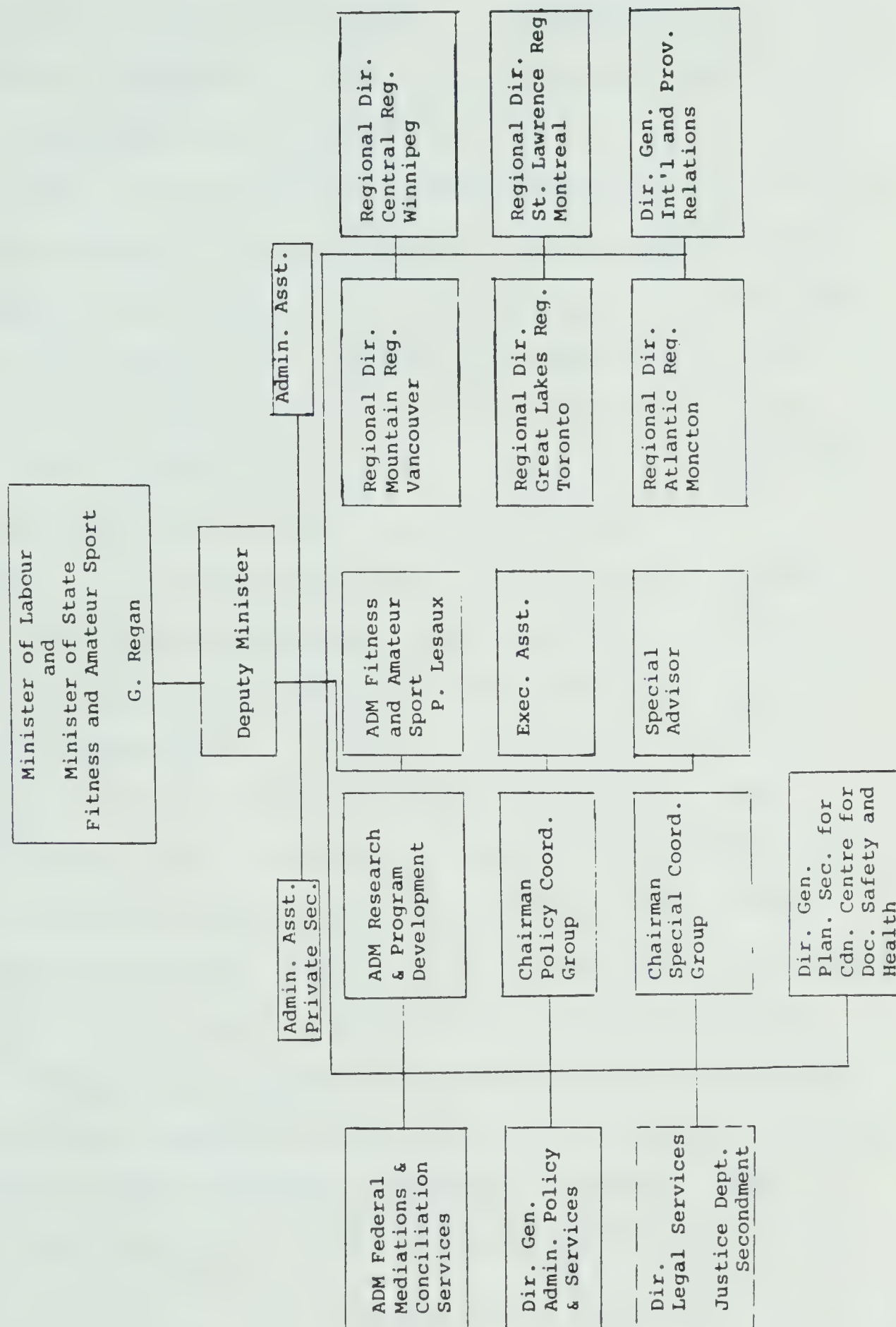


Source: Modified from Skulstad, 1979:434



FIGURE 5-4

## DEPARTMENT OF LABOUR: April, 1980



Source: Modified from Skulstad, 1979:332





Amateur Sport (Editorial, 1979a). As Multiculturalism was housed in Secretary of State, Mr. Paproski moved the FASB to that Department (Figure 5-3).

After a one year hiatus period the Liberals were returned to power in February, 1980. Mr. Gerald Regan was also appointed in a dual capacity as Minister of Labour and Minister of State for FAS. Figure 5-4 shows the current position of the FAS program in the federal bureaucracy.

The "portability" of the Ministry in the last few years shows that fitness and sport has little attachment to any department within the federal government. The past three administrations, however brief, have all ascribed to making the Ministry a permanent feature within the bureaucracy. If the current trend within the federal government to emphasize high performance sport at the national and international levels continues it will not be surprising to see the Ministry move to the Department of External Affairs. If the Branch, its programs and clientele continue to grow the suggestion contained within the Task Force Report to create a Ministry of Sport separate from fitness and recreation in all probability will and should happen (see DNHW, 1969b:94). However, the Ministry may be content to stay within the Department of



Labour as it receives a higher proportion of funds than it received in either Secretary of State or Health and Welfare (Table 5-1). If it is a correct assumption, that Ministers give most attention to those programs within their jurisdiction that expend the higher proportion of funds, the Fitness and Amateur Sport program should make great strides within the Labour Department.<sup>45</sup> If the assumption is an incorrect one the Deputy Minister, regardless of department, remains a key figure if the program is to advance. With the Ministry of Fitness and Amateur Sport not having the attention of a full-time, separate Minister since Campagnolo's departure the roles of the Deputy and Assistant Deputy Ministers may become more vital than they have needed to be since 1976.

The Deputy Ministers. Dr. Joe Willard served as the Deputy Minister of Welfare from 1960 to 1973. During this period Willard kept in close contact to the Fitness and Amateur Sport programs.<sup>46</sup> When Willard left he went on assignment to the Labour Relations Board (Westland, 1977b). However, just prior to his departure he became very concerned about the future of the program. He states around the time Mr. Lalonde became Minister we (federal government) moved from

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45 See Table 4-1 for comparative purposes between time periods.

46 See Chapter 4 - The Deputy Minister



TABLE 5- 1

FITNESS AND AMATEUR SPORT EXPENDITURES COMPARED TO TOTAL FEDERAL GOVERNMENT,  
DEPARTMENT OF NATIONAL HEALTH AND WELFARE, DEPARTMENT OF THE SECRETARY OF  
STATE AND DEPARTMENT OF LABOUR EXPENDITURES (in millions of dollars)

Expenditures By	1972-73	1976-77	1979-80 est.	FAS Expenditures as % of total			
				1972-73	1976-77	1979-80	1979-80
Fitness and Amateur Sport	11.3	30.2	27.3	-	-	-	-
Federal Government	16,120.7	38,929.7	50,767.7	.070	.078	.054	.054
National Health & Welfare	2,909.1	10,951.0	14,144.4	.388	.276	.193	.193
Secretary of State	-	-	2,762.4	-	-	.988	.988
Labour	-	-	46.3	-	-	58.96	58.96

Note: Figures include all agencies under the auspices of the Federal Government and the respective departments

Sources: Public Accounts (see Appendices 23 and 29) and Estimates - 1979-80





" . . . the 'golden or concept era' to a 'manager-administrative era' which we are presently in" (Willard, 1977). The thinking of the Prime Minister's Office at the time, according to Willard, is that what was needed to run each department in government was "just a good administrator" and that expertise within a department's particular mandate was very secondary. The apparent rationale behind such an approach is that you can move any good administrator from department to department as interchangeable parts - - which in turn results in less control by key persons in the bureaucracy who previously remained in their positions for long periods of time - -, gain more efficiency and lessen the "empire building" attitude of some long standing bureaucrats. Also, the intention was to have individuals consider their future in terms of a "career in government" versus a career in health, welfare, sport, environment, labour, etcetera.<sup>47</sup>

West (1977) maintains that, "one of the major stumbling blocks in the program was the large bureaucracy of Health and Welfare." Willard states:

When I left they shifted it (the FAS program) to the health side and I was glad they did because the person who

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<sup>47</sup> Blackstock, 1977c; Dion, 1977; Lefaive, 1977; Westland, 1977b and Willard, 1977 collectively expressed such views. Westland (1976:2) also referred to the era around 1973 as the "era of ADMINISTRATION".



succeeded me as Deputy Minister of Welfare was not interested in the program at all. He couldn't have cared less (Willard, 1977).

West (1977) adds further that the move from welfare to health occurred in,

. . .An attempt to get away from the new D.M. Johnston he's kind of an economic technocrat who didn't understand us at all. Just about this time the whole fitness thing started up and there is no doubt about it that there was a good argument to be made in connecting the lack of fitness to rising health care costs.

Willard (1977) says that Maurice LeClair the Deputy Minister of Health became very interested in fitness and amateur sport because of the relationship between fitness and health. He adds further that around this time,

There was interest from the Health side (of the Department) in fitness particularly and they were starting to develop an approach to preventative health care which involved fitness and they could see where the fitness and amateur sport program could fit into that. So under these circumstances I was quite pleased that it went to the Health side. The other thing of course we (FAS) became so well established in terms of grants going to so many organizations and in terms of growth I did have concerns because if you get a deputy minister who isn't receptive to





a thing going ahead they just don't bother putting up the submissions for money and one of the most gratifying things to me was that just before I left we got a substantial hike in our contribution which we had worked on for two or three years and I was quite happy that we got the announcement out and that the program was going to be in place on the Health side (Willard, 1977).

The 1973-74 Annual Report states:

The fiscal year just completed has seen progress in a major re-organization of the program. This was required so that the larger budget could be effectively administered while new approaches and projects were being established. The program was also transferred within the Department of National Health and Welfare and placed under the responsibility of the Deputy Minister of Health. A new Health Care Concept, outlined in the recently released document "a New Perspective on the Health of Canadians", <sup>48</sup> has been developed by the Department involving the four areas of: human biology, environment lifestyle and health care organization. The Fitness and Amateur Sport program will have greater association with the lifestyle effort of the Department. Personal fitness and a greater participation in physical activity are seen as extremely important elements in improving the health of Canadians (DNHW, 1974ar:1)

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48 See Lalonde, 1974a.



Although Willard was happy at this outcome in 1973 many in sport and recreation were concerned what the future may bring without him to guide the program. Glynn (1977) says, Willard

had a marked effect on the program for he was a man who was sympathetic to and would listen to sport at anytime.

Blackstock agrees and adds further:

there was a period of time when the Government turfed out some mandarins. Some had been DMs for years, it did not matter what department they were working for. Joe Willard was one of them - - - they were on missions - - - then they (Government) put new guys in who had not been brought up through the system - - - these guys were career-oriented moving from one level to another. They don't know anything and they don't stay long enough . . . A good Deputy Minister like Willard won't let something go to Treasury Board without vetting it or making sure he's giving the Minister a hell of a good case, then it's not too bad but if you get (names deleted) who are afraid and are ADMs or you have a DM who could care less about fitness and amateur sport, it (the program) doesn't fair too well. Since Willard left, it's gone into a spin (Blackstock, 1977c).

However, as important as the deputy minister is, Willard's departure took place at the very same time that the Directorate was elevated to Branch stature.



On March 18, 1973 Lou Lefaive, Director of the FASD at the time, was appointed Acting Assistant Deputy Minister of Fitness and Amateur Sport (Pugliese, 1973). Now the program would be able to receive a higher priority within the bureaucracy and have the close day-to-day attention of an assistant deputy minister (ADM). With this appointment the recommendation of the Task Force to upgrade the Department was implemented (DNHW,1969b:81).

Maurice LeClair was Deputy Minister of Health for the next two years and during this time he was most interested in the health-fitness aspect of the Branch's program. After LeClair, Jean Lupien became the Deputy Minister (Prime Minister's Office, 1976). Generally speaking these two individuals maintained a very low profile with respect to the program during their tenure.

In his interview Willard also stated that just a few years prior to 1973 he was asked if he would consider being Deputy Minister of both Health and Welfare. He declined in the firm belief that two deputy ministers were required. However, in 1976 this proposed integration became fact (DNHW,1976e).





On November 22, 1976, Mr. Bruce Rawson who had become Deputy Minister of Welfare in 1975 was appointed as Deputy Minister of National Health and Welfare (Prime Minister's Office, 1976). In a 1976 News Release it was reported that the Honourable Marc Lalonde's reasons for consolidating the two areas were as follows:

Until now, the department has been administered by two deputy ministers sharing a central administrative unit. The operating branches of the department reported to the minister through one or the other of the deputies.

During the four-year period for which Mr. Lalonde has been Minister of National Health and Welfare, the federal government has been engaged with the provinces in a major review of social security policies and in extensive discussions pertaining to health programs. It has also proposed "A New Perspective on the Health of Canadians" in a major working paper published in April, 1974. Virtually all of these reviews and studies have pointed to the fact that there is no real boundary between questions of health and those of welfare. Hence, it is vital that there be careful and substantial integration of legislation and programs currently handled by both sides of the department. (DNHW, 1976e).

Mr. Rawson became a bit more interested in the program. For example he took a keen interest in PARTICIP-action and accepted an invitation to sit on their Board of Directors (Kisby, 1977). During Paul Woodstock's tenure as ADM<sup>49</sup> he became more involved in the program than he perhaps would have liked because of a general discontent within the Branch (Lay, 1977; McEwen, 1977).

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49 See next section



When Peter Lesaux was made ADM on February 8, 1977 Rawson backed away from the program because of his confidence in Lesaux and a seemingly good social and working relationship between the two men.<sup>50</sup> Also, because Rawson's portfolio was so large he had to allow his ADMs to have total responsibility for their programs and he created a management structure to supervise the department (Figure 5-5). With the appointment of the Minister of State the Branch was well looked after.

In 1978, the Department of Health and Welfare underwent a reorganization initiated by Rawson (Figure 5-6). Mr. Clare Buckley, former Director of the defunct Programs, Research and Evaluation Directorate within the Branch, in a letter to the author states:

A new Branch has been created within the Department called the Health Services and Promotion Branch, which will pick up many of the responsibilities of several promotion and prevention units currently in existence in the Health Programs and the Health Protection Branches. We find ourselves within this new Branch, and as a new Directorate, called the Promotion and Prevention Directorate. It is an enlarged organization taking in not only our previous Lifestyle and Health Promotion Directorate, but also the Non-Medical Use of Drugs Directorate and a number of other units. The new Director General for this Directorate

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<sup>50</sup> Personal view of the author gained from informal conversations with both men.





FIGURE 5-5

DEPARTMENT OF HEALTH &amp; WELFARE - MANAGEMENT GROUP: 1976-77

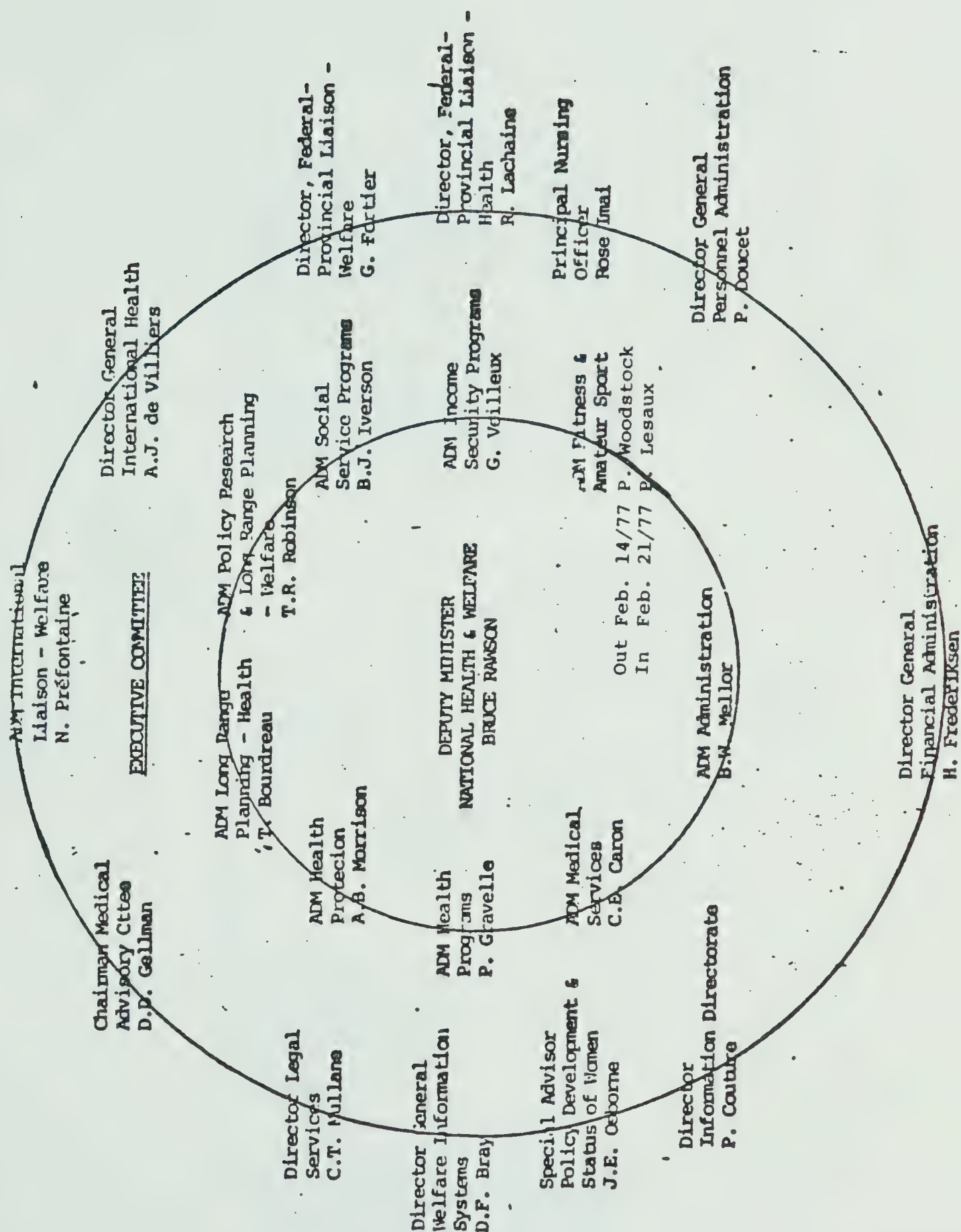
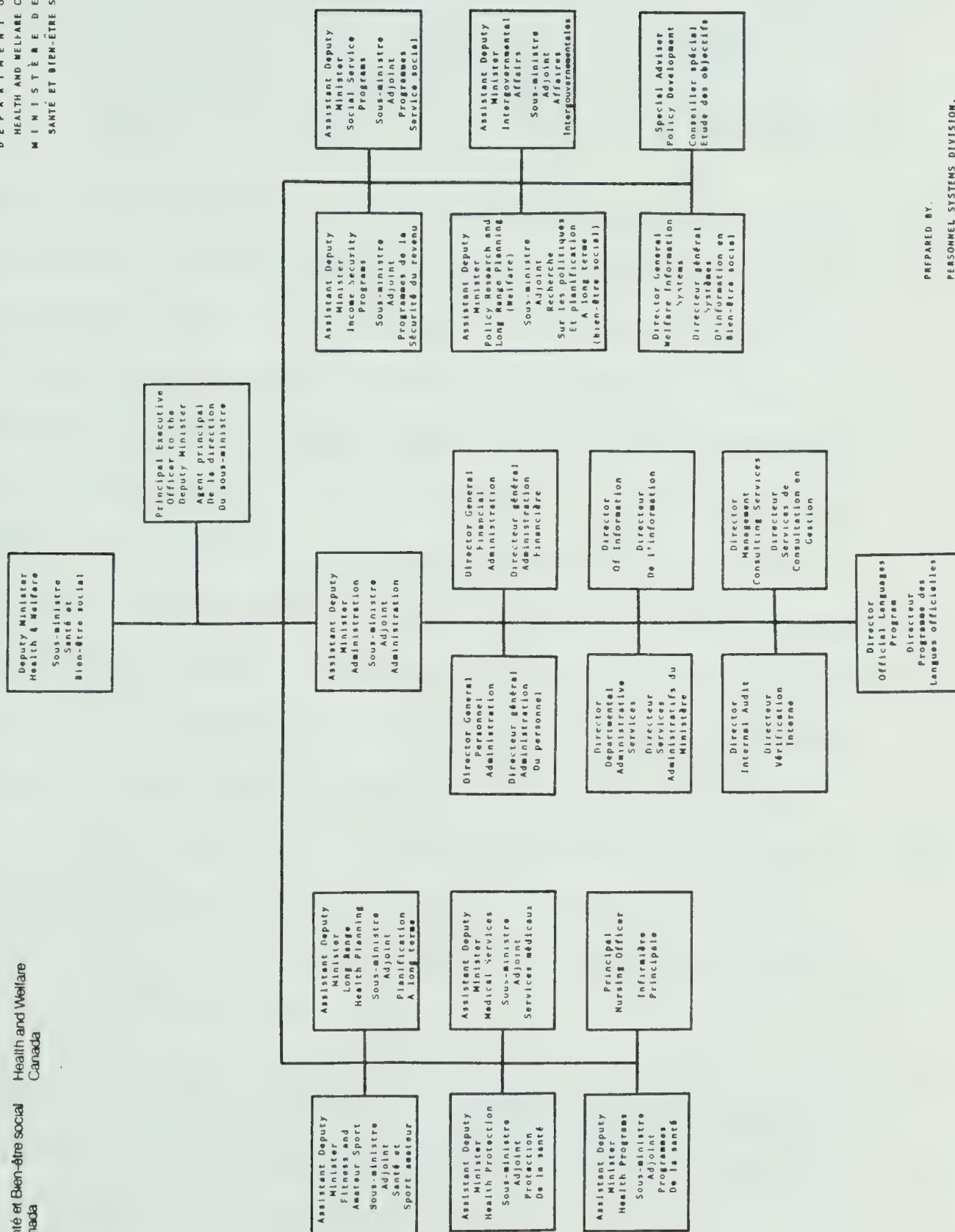




FIGURE 5-6

DEPARTMENT OF  
HEALTH AND WELFARE CANADA  
MINISTÈRE DE LA  
SANTÉ ET BIEN-ÊTRE SOCIAL

Santé et Bien-être social  
Canada



PREPARED BY:  
PERSONNEL SYSTEMS DIVISION,  
FEBRUARY 24, 1978.

RÉALISÉ PAR:  
LA DIVISION DES SYSTÈMES DU PERSONNEL  
Le 24 février 1978.



will be Mr. Ron Draper and Dave Chisholm will be moving to the Policy Research and Strategic Planning Branch. It will obviously take a few weeks for the exact mission of the Directorate and Branch to be determined, and for an organizational structure to be set up. In the interim period, most of the component parts will continue to function as previously, and on that basis, I will be responsible for the former Lifestyle and Health Promotion group until the new structure is announced. (Buckley, 1978).

One of the intentions of the reorganization was that eventually it would allow for the transfer of those parts of the FASB (especially the Fitness Section) that were involved in promotion, fitness and other lifestyle pursuits (Keir, 1977). This step, however, was not taken before the 1979 election. When the new Minister of State, Mr. Paproski took office in May, 1979, the entire Branch was transferred to the Department of Secretary of State thereby keeping fitness and sport together. Had the Branch stayed in Health and Welfare a separate sport branch may have indeed been created. If this would have occurred the suggestion contained in the Task Force Report to establish a Ministry of Sport, separate from fitness and recreation, may have become a reality (see DNHW, 1969b:94).

From Directorate to Branch. The Task Force Report recommended that the following policies be adopted to improve the Fitness and Amateur Sport program:





(a) the appointment of a Director General of Sport within the Department of National Health and Welfare responsible to the Deputy Minister; and

(b) increased funds be provided to the Director General of Sport to permit an expansion of the professional staff of the Directorate, such expansion to include consultants in administration and communication and other professional areas (DNHW,1969:81)

After the Task Force's review of the structure of the Directorate they made a number of recommendations concerning staffing. As the development of the Fitness and Amateur Sport Branch (FASB) is central to the purpose of this study and insofar as the recommendations of the Task Force are fundamental to the Branch's history, the overview of the persons involved with finalizing the Report<sup>51</sup> is quoted in its entirety. They state:

As presently constituted, the Directorate simply does not have the personnel to free its officers from the daily chores of administration so that they might evolve long-range plans to further sport in Canada, and prepare research projects to support such planning. The Directorate needs a corps of accomplished athletes and coaches, with specialized interests and qualifications in sport, who could provide to national sports associations the kind of advice and

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51 As noted in the opening of this Chapter, Chris Lang, Sid Wise and Doug Fisher wrote the Report. Also, Lou Lefaive, the Director of Fitness and Amateur Sport at the time had a direct involvement in reviewing the final draft of the Report (Lefaive, 1977).



guidance they require, and who would be available as resource people to sporting groups right across the country. The Directorate needs specialists in public relations, whose task it must be to acquaint the general public with government programmes in physical fitness, recreation and sports, encourage an enhanced appreciation of the value of such programmes in our national life, and act as disseminators of the product of research in these fields to sports associations and groups everywhere in Canada. Both in the area of communications and for the special projects which arise from time to time and would tax too heavily the personnel resources of the Directorate, outside consultants and services could be used to great advantage. Finally, it is our view that the place the Directorate now occupies on the organizational ladder of the Department of National Health and Welfare is not commensurate with the national importance of physical fitness, recreation and amateur sports, and that the sports programmes we believe all Canadians wish to see implemented would be helped considerably if sport were elevated in the civil service hierarchy.

After our review of the internal organization and workings of the sports bodies within the Department of National Health and Welfare, we concluded that the serious understaffing of the Directorate could be met in part by an immediate increase in the administrative expenses of the Department from the current \$250,000 per annum to a minimum of 10% of the expenditures on the total programme. But we strongly suggest that before a more concerted spending programme is embarked upon (and it obviously is required), management consultants be brought in to re-evaluate the administrative side of the Directorate, to study its place within the Department, and to advise the Director on the utilization of such standard management tools as organizational charts, job descriptions, internal communications and records systems, project planning and so on (DNHW, 1969:45).





Obviously, their strong suggestion was considered and the P.S. Ross Report was initiated by the Honourable John Munro<sup>52</sup>. The P.S. Ross Report placed a great deal of their emphasis on the organizational structure of the Directorate and agreed with the Task Force's recommendation to elevate its status. This was the confirmation Munro was looking for, and prior to the completion of the P.S. Ross Report the Fitness and Amateur Sport program was moved out of the Special Programs Branch of the Department to exist as a separate entity with the Director reporting directly to the Deputy Minister as recommended by the Task Force (DNHW, 1969b:22-24; West, 1973c:11), (Figure 5-7). However, through Munro's and Lefaive's manoeuvring the implementation of the recommendation became unglued.

On May 7, 1971, Munro presented an update report to the National Advisory Council (NAC). In his presentation, titled Sport Canada/Recreation Canada, he reviewed the actions of his Ministry following the tabling of the Proposed Sports Policy for Canadians (Munro, 1971c:1-13).<sup>53</sup> This activity provided a rationale for expanding the structure of the Directorate.

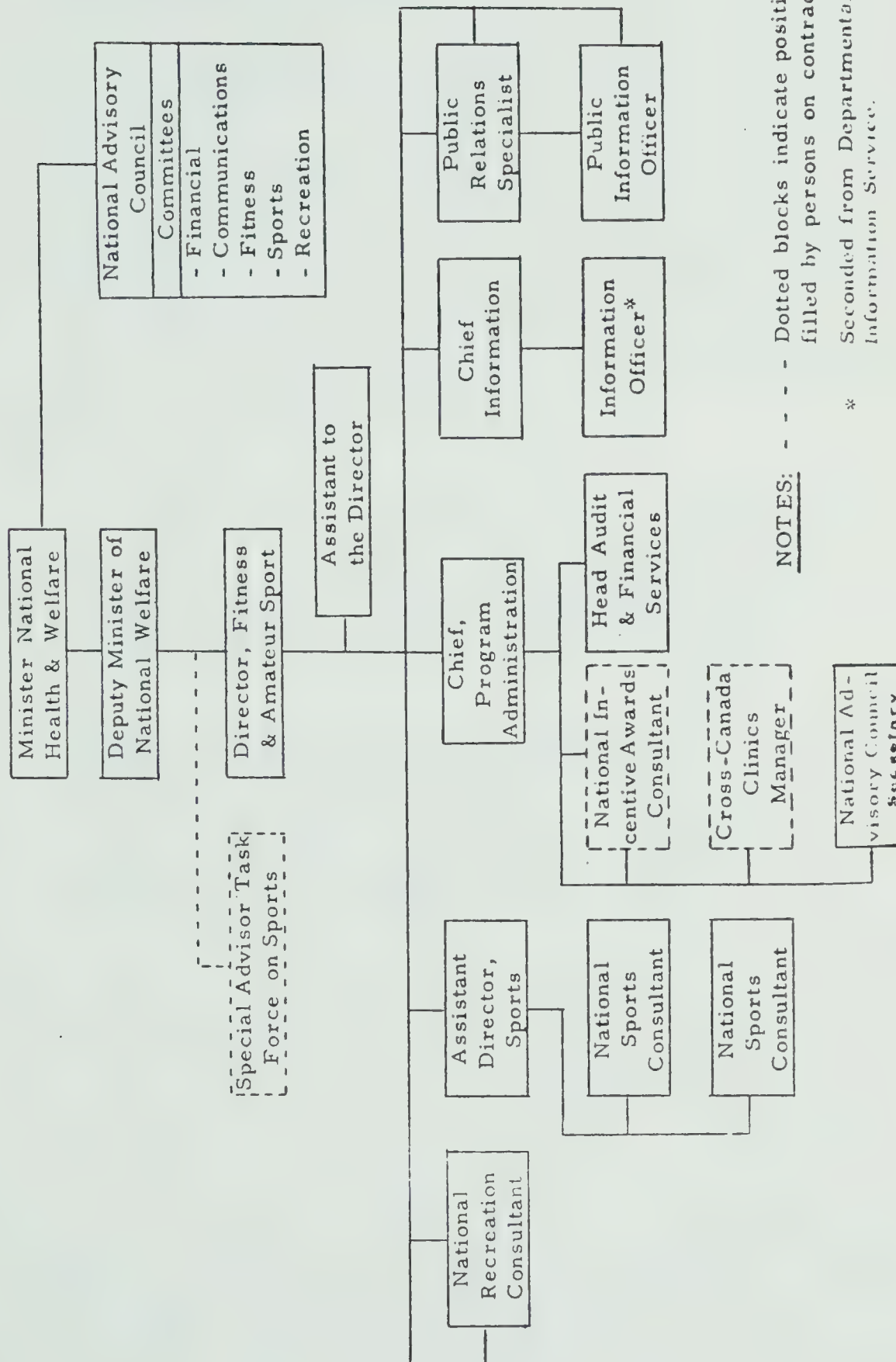
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52 Munro also received further reinforcement to move ahead with the P.S. Ross Study from Beaubien, Chairman of the NAC, Willard and Lefaive. This strongly refutes the notion that Munro created the P.S. Ross Study because he was dissatisfied with the Task Force's recommendations as some interviewees claimed. Indeed, by approving the P.S. Ross Study Munro was following the advice of the Task Force and the NAC.

53 Refer to the following Outputs section of this Chapter for a review of the outcomes of Munro's Proposed Sports Policy.



FIGURE 5-7  
DIRECTORATE OF FITNESS & AMATEUR SPORT  
(August 1969)



NOTES: - - - Dotted blocks indicate positions filled by persons on contract.

\* Seconded from Departmental Information Service.



The Minister says:

One will be known as the Sport Canada Directorate, the other, the Canada Recreation Development Directorate (Munro,1971c:15)

The latter Directorate soon became commonly referred to as Recreation Canada. This in-house arrangement, insofar as Munro and Lefaive were concerned at the time, implemented the Task Force's suggestion to separate sport from fitness and recreation and to create an organization to be known as Sport Canada (DNHW,1969b:75, 94; Munro,1971c:15; Lefaive,1977).

In their Report the Task Force recommended,

(a) that a non-profit corporation, to be known as Sport Canada, be established to provide a focus for the administration, support and growth of sport in Canada;

(b) that in preparing a proposal for SPORT CANADA to the national sports associations, the Minister first initiate a study in depth of similar bodies in other countries, in order to determine proper lines of policy and structures for the Corporation (DNHW,1969b:75,86).

However, after Munro received the Report he commissioned Bert Laframboise and Dan Pugliese to conduct studies to consider these and some other recommendations of the Task Force (Dion,1977; Pugliese,1970a, 1970b, 1977; Westland, 1977b). Laframboise's study focused on the broad view of recreation, fitness and sports. Pugliese's (1970b) centered on the recommendations of the Task Force.

Pugliese worked closely with the CASF and the NAC in formulating his paper. He also included a number of





recommendations from the NAC, CASF and NSGBs briefs.

Pugliese (1970b:2) recommended that:

It would seem to be impossible for Sport Canada to encompass the entire area of sport and physical recreation and yet make a meaningful impact on any one segment of the entire area. Consequently, given the limited amount of resources at the disposal of Sport Canada, and given the general public acceptance of the desirability of developing competitive excellence, we decided that the area in which we can make the most meaningful contribution at this time is in the general area of structured (i.e. high performance) competitive sports.

Pugliese (1970b:2) further stated that two approaches could be used to develop Sport Canada. The first would involve waiting until all the provinces developed sports federations or secondly, develop the concept independently, as a private non-profit corporation outside of government, ". . . hoping that this might spawn, assist and encourage the development of provincial associations" (Pugliese, 1970b:2). He recommended the latter course<sup>54</sup>. The components, he outlined, that would be integral to the make-up of the new organization were the following program areas: "1) Administration, 2) Finances, 3) Publicity, 4) Technical

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<sup>54</sup> However in an internal document it was reported that: "The departmental special consultant (Pugliese) on the Task Force is working out a program, a list of members, and a constitution and by-laws, in anticipation of a founding meeting next spring. In the interim, provincial counterparts of Sport Canada have been newly established in Alberta and Ontario. This will greatly aid the establishment of the national organization" (DNHW, 1969e:10)



Development and 5) Planning and Development" (Pugliese, 1970b:4). At the same time new organizations were developed as a result of the Proposed Sports Policy.

Therefore, he recommended that:

- Sport Canada should be charged with the operation of the following programs:
- a) Administrative Centre
  - b) Sport Conferences
  - c) Canada Games
  - d) Canada Olympics
  - e) Coaching Association grants
  - f) A bloc sum grant to develop new programs of a non-technical nature.
- (Pugliese, 1970b:7)

He adds further: "The impact of Sport Canada will be greatly weakened if other organizations such as the Communication Corporation are introduced first" Pugliese (1970b:7)<sup>55</sup>.

During the same time the parallel study was being conducted by H.L. (Bert) Laframboise on the feasibility of setting up the new Communications Corporation. At Munro's request he was ". . . to provide some specific proposals about what we then termed Sports Canada Communications" (Laframboise, 1970). Laframboise also considered many proposals from people and sports and recreation organizations. While rationalizing an enterprise outside of government, "to increase, through persuasion, mass participation in sports and physical education" he also advocated that the Directorate should have a "broader

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<sup>55</sup> These new organizations are outlined in A Proposed Sports Policy for Canadians and are referred to under Program and Positional Outputs in this Chapter.





view" (Laframboise,1970).

Munro (1971c:14) in his Sport Canada/Recreation Canada paper recognized the input from the CASF, NAC and the NSGBs and multiple-sport organizations. However, he did not approve the setting up of a new Sport Canada Corporation outside of government, primarily because (after very careful and at times argumentative discussions) he, Lefaive and Pugliese concluded that sport was not administratively ready for such an innovation (Lefaive, 1977; Pugliese,1977). Therefore, he stated to the NAC that:

Many of these recommendations (from the CASF, NAC sport governing bodies) centered on the concept of Sport Canada. You will recall that this term was first used by the Task Force on Sport. It spoke of the concept of Sport Canada and we feel that many of the initiatives that have been taken during the past two years have gone a long way towards meeting the spirit of the Task Force's recommendations. First, there is the Administrative Centre for Sport and Recreation<sup>56</sup> that is working to strengthen the administrative aspect of sport governing bodies; secondly there is the newly formed Communications Corporation<sup>57</sup>, that is working to strengthen the image of sport and of recreation activities. And thirdly, there is a Directorate of Sport within my Department that works closely with sport governing bodies and multiple-sports organizations in developing their programs. All of these working in consort will move sport and recreation forward in this country.

Thus we believe we have taken some very positive

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56 See Positional Outputs section of this Chapter

57 The (shared sector) Sports Canada Communications organization set up was named Sports Participation Canada and since has come to be known around the world as PARTICIPaction (Kisby,1979a:2). However, PARTICIPaction was not the same kind of organization as that referred to in the Proposed Sports Policy. Confusion over this concept still exists.



steps in developing the concept of Sport Canada without creating new, rigid structures or more layers in the decision-making process. We can best reconcile the concerns that exist within the sport structures in this country by maintaining the Directorate within<sup>58</sup> the Department of National Health & Welfare. It will continue to be concerned with problems of sport and will strengthen the sport governing bodies and the multiple-sports organizations like the Canadian Amateur Sport Federation and the Canadian Olympic Association.

It is my intention to develop two separate Directorates in the Department of National Health and Welfare. One will be known as the Sport Canada Directorate, the other, the Canada Recreation Development Directorate. These two Directorates will remain as in-house government organizations. Both would relate to its specific and in most cases distinct clienteles.

The Sport Canada Directorate will be primarily concerned with participation in organized competitive sport at both the national and international levels. The Recreation Directorate will be just as concerned with participation in recreation, physical recreation activities, in research, information gathering, coordinating activities of various government departments and the academic, provincial, municipal, and civic agencies working in the recreational field. Each Directorate will have its separate budget. Each will develop its program independently from the other but with close cooperation between them (Munro, 1971c:14-15)

Munro concluded his presentation with a very interesting note. He recognized the importance of the private sector organizations and the newly formed shared sector organizations. In his statement he referred to these as supporting the Directorate rather than the reverse. He concludes by saying:

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58 Author's emphasis





In short, splitting the existing Fitness and Amateur Sport Directorate into two separate Directorates having different but coordinated objectives, along with strengthening the administrative and technical support to both sport governing bodies and national recreation agencies will create the kind of climate that is needed for the full development of both sport and recreation. The Directorate will, of course, be supported<sup>59</sup> by the various associations, which include the Coaches Association; Canadian Olympic Association; the Canadian Amateur Sports Federation; Hockey Canada; the Canadian Association for Health, Physical Education and Recreation; the Canadian Parks and Recreation Association; the Canadian Camping Association, and of course, the newly formed Communications Corporation. This Corporation under the presidency of the Chairman of the National Advisory Council, Mr. Phillippe de Gaspé Beaubien, will help to marshall the vast communications elements of the private sector to persuade Canadians to participate more fully in sports and physical education (Munro, 1971c:30)

Over the next two years the staff worked at reorganizing the Directorate to effectively "separate" sport from recreation. The transition from one to two directorates and eventually to a Branch did not occur without difficulty. As well some very interesting events occurred.

When asked when he was first appointed to be Director of Recreation Canada, Westland recalls:

That is a very significant question because you are asking; when was Recreation Canada created? It was created in a very unofficial way by John Munro on May 7, 1971, I think . . . Subsequent to his speech he said to me "I want you to call yourself Director of Recreation Canada. You have to realize that he did this without any authorization from the Treasury Board or Government. The

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59 Author's emphasis





Treasury Board said, "ah ha, you call yourself anything you like but for them, the Directorate still existed with Lou (Lefaive) as Director. And whether or not we cared, for operational purposes to create Sport Canada and Recreation Canada was of no consequence to me but Lou immediately picked up that ball and ran with Sport Canada. From then on for all intents and purposes we did not talk any longer of the FAS Directorate because both Lou and I were very happy that this distinction was made (Westland, 1977b).

The fact that the two Directorats were formed in both Lefaive's (1977) and Westland's (1977b) view was complementary to both sport and recreation advocates. In their interviews both men offered that they worked extremely cooperatively with each other. Lefaive (1977) maintains that Sport Canada could not have been created without creating Recreation Canada. He states for the government to move ahead to develop excellence and high performance sport at the national and intentional levels the creation of Recreation Canada was fundamental (Lefaive 1977).

Westland (1977b) adds:

I remember Munro telling me, "Cor we know the Olympic Games are coming up and before we know it, all the funds will be siphoned off by elite sport unless we create this special division for recreation with its own budget. This was easy for Lou because he was a Director with sport people all around him and Treasury Board didn't care what he called himself because it didn't effect structure and man years. But I was only a Recreation Consultant and all of a sudden I was going to call myself Director of Recreation Canada without any staff or authorization - - - This era was the era of "Management by Contract" and thank God Lou was the fellow he was because he helped me out with contracts. I got Sam Kalinowsky for at least three years and Sandy Keir on



contract for 2 or 3 years. I and my secretary were the only full time staff that were legitimate. I hesitated to call myself Director, so I called myself Acting Director but I was really still a consultant! (Westland, 1977b).

This "unofficial" creation of the two Directorates however, resulted in the program being placed back under the Assistant Deputy Minister of the Developmental Programs Branch (Figure 5-8A). This ran counter to the Task Force's recommendation. West (1973c:13) states:

During the year the Developmental Programs Branch was established under the direction of Assistant Deputy Minister Norbert Préfontaine, Sport Canada and Recreation Canada were placed within the Program along with the Welfare grants and New Horizons. Once again Fitness and Amateur Sport had lost its identity.

In the year between 1971 and 1973 there was considerable discussion about where the Program should be located. This uncertainty coupled with the organizational changes made it difficult for the Directorates to operate. Westland's overview of these developments agree with Lefaive's, Blackstock's and Willard's: He states:

. . . in 1972-73 another fascinating thing happened, a Senior ADM was placed in between Willard and the other ADMs. His name was Jean-Baptiste Berge and Lou and I reported to him for awhile (Figure 5-8B). (Westland, 1977b).

This structure lasted for a few months according to Westland (1977b) and then ". . . Dr. Willard in my view was very inelegantly side-tracked . . . This introduced us to Al Johnston who came from the Treasury Board to be Deputy





FIGURE 5-8

## THE FITNESS AND AMATEUR SPORT STRUCTURE: 1971-1973

A - 1971

MINISTER - - - - - N.A.C.

D.M./WELFARE

ADM/DEVELOPMENTAL PROGRAMS

Sport  
CanadaRecreation  
CanadaWelfare  
GrantsNew  
HorizonsConsultant Services  
Regional Offices  
Vancouver  
Winnipeg

B - 1972

MINISTER - - - - - N.A.C.

D.M./WELFARE

SENIOR ADM

Sport  
Canada

Fin. &amp; Admin. Section

Recreation  
CanadaConsultant Services  
2 Regional Offices

C - 1973

MINISTER - - - - - N.A.C.

D.M./HEALTH

ADM/F&amp;AS

Sport  
Canada

Fin. &amp; Admin. Section

Recreation  
CanadaConsultant Services  
2 Regional Offices

Sources: DNHW Annual Reports, 1970-74; West, 1973c; Westland, 1972d



Minister of Welfare". Johnston , as stated previously, did not want the program and it moved to the Health side of the Department (Figure 5-8C). Westland further recalls:

I remember sitting in a meeting with Jean Baptiste with him asking Lou and I what we thought the proper place for FAS was. So I said to Lou, "this is garbage its already decided we're going to health." I prepared a three page document why we should stay in Welfare but I never published it because there is a strong case for both sides. I felt, what later on proved to be correct, that if we were identified closely with health and therefore physical activity that this would inevitably narrow the scope of Recreation Canada's operation. Whereas I felt Recreation Canada was much more a social development outfit and therefore, I had developed it much more in that direction and the kinds of projects we were supporting were much more of that nature. It would never have been possible for me to organize the two Montmorency Conferences had we been with health . . . I knew I would be told "hey fellows we know what you are, your health and therefore your fitness and we'll have none of this philosophic sociological garbage any longer.

At the time it was obvious that Dr. LeClair (Deputy Minister) didn't want to inherit this garbage bag. So he said we are going to organize this outfit, because where are those two elements going to go? So what was approved after negotiations with the Treasury Board was a change within the FASD - - because that's all they recognized officially.

They therefore decided to elevate the Directorate to a Branch under an ADM. The Branch was to have as its elements Sport Canada, Fitness Canada an Administrative and Program Development area and a Research, Planning and Evaluation area.

In part these were created to fit certain people, rather than being fundamentally necessary - - - This may be a logical structure but I question it for a variety of reasons.



Then Dr. Leclair called me in and said now I was to be the Acting Director of "Fitness" Canada! And I objected most strenuously. Then he told me, "I accept Fitness Canada and as a matter of fact the Minister (Munro) does but if you feel so strongly about that it should be called Recreation Canada you have twenty minutes because I am going to see the Minister then. Give me a page and no more why you feel the name should be Recreation Canada". Well I ran back to my office and got this historic one page document to LeClair (Figure 5-9). He called me back in an hour and said, "well you've convinced me and you've convinced the Minister and it was then decided to officially call (one of the new Directorates) Recreation Canada (Westland, 1977b).

On March 24, 1973 Marc Lalonde, the new Minister for Health and Welfare, presented his speech "Sport and Fitness in Canada-It's a New Game!" at the University of Lethbridge Athletic Awards Banquet (Lalonde, 1973). He gave an overview of what had developed since the Task Force Report was tabled in the House. In referring to the very ambitious program and its extremely wide scope he stated:

Policy is now well developed on the sports side, and on the recreation side too . . . But in other fields, such as projects aimed directly at increasing the opportunities for recreation, firm policies have to be developed . . . We have therefore decided to strengthen the program by the appointment of an Assistant Deputy Minister for Fitness and Amateur Sport. This will be a new position which will be responsible for both Sports Canada and Recreation Canada. (Lalonde, 1973:13-14)





14 March 1973

## Rationale of adoption of the name

Recreation Canada

1. The announcement of its creation on May 7, 1971 by the Honorable John Munro was received extremely positively by public and private agencies alike.
2. The provincial officials responsible for sport and recreation reacted very favourably. At no time has the point of jurisdiction been raised by any of the provincial governments.
3. It is not correct to say that politically a federal recreation agency would be unacceptable. On December 14, 1971, the Honorable Robert Welch, then Minister of Education for the province of Ontario, stated at a federal-provincial conference:

"We have read with interest the proposals for Sport Canada and for Recreation Canada, and are in general philosophical agreement with the conclusions and the plans of the Minister."

A number of other Ministers, notably those of Manitoba and Newfoundland, made similar statements on that and subsequent occasions.

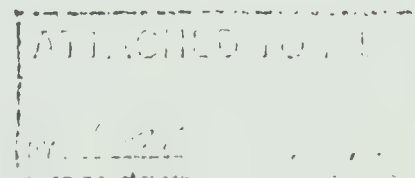
4. Recreation Canada has been operational for close to two years; during that time, it has become universally accepted; publications have been issued under its name, conferences and study sessions organized; never has an objection been raised.

Discontinuation at this time would be detrimental to the development of the recreation movement in Canada.

5. It is a fallacy to say that recreation is a provincial responsibility; recreation is a private concept and the role of government is to provide individual citizens with the opportunities to pursue the activities of their choice.

Each level of government has a role to play in this process; our federal-provincial discussions have identified those and our programs reflect these.

6. "Fitness is too limited a concept in the minds of people, too closely associated with sweat and prolonged hard work; physical fitness for the masses ought to be the outcome of physical activities engaged in for enjoyment, sociability and general satisfaction.
7. The Canadian Federation of Mayors and Municipalities commended the Federal Government on the creation of Recreation Canada in a brief prepared for the First National Tri-level Conference of October 21, 1972.





At this same time he appointed Lou Lefaive as Acting ADM (Best,1973; Lefaive,1977; Pugliese,1973). This decision finally made the recommendation of the Task Force, to upgrade the Directorate to a Branch level, a reality. In September of that same year Mr. Robert Giroux won the competition for the ADM position and was appointed Assistant Deputy Minister of the new Fitness and Amateur Sport Branch (Editorial,1973d; DNHW,1973ar:2; Giroux,1977).

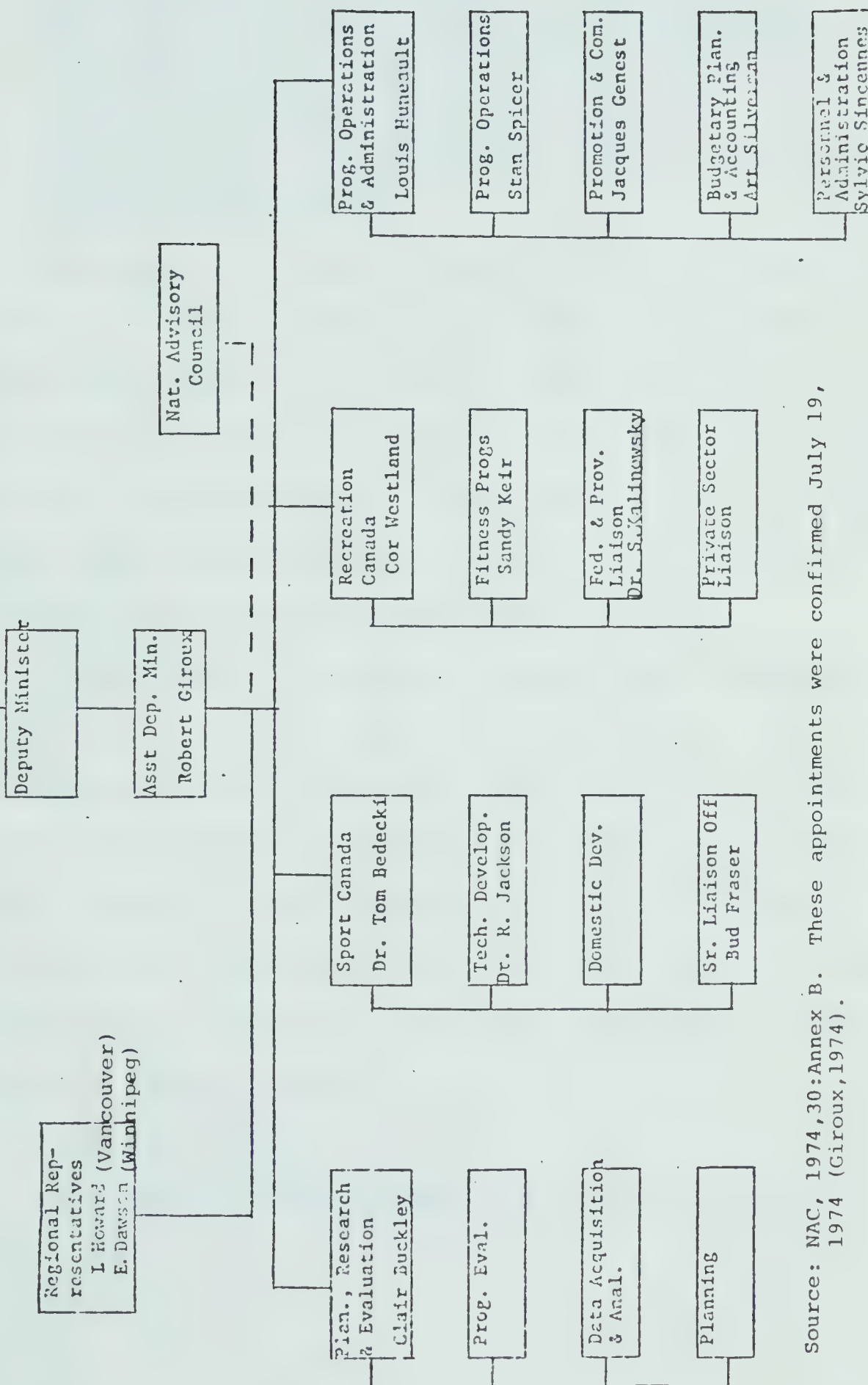
Later, Marc Lalonde at the 1974 CAHPER Convention announced the formation of two new Directorates (Lalonde, 1974b). The Planning, Research and Evaluation and the Program Operations and Administration Directorates were designed as support Directorates to Sport Canada and Recreation Canada. The intention was that this would free up the consultants to develop programs in cooperation with national associations and agencies (DNHW,1974ar:20). On July 19, 1974 the structure and personnel were finalized and confirmed as shown in Figure 5-10. In the 1978 Annual Report the functions of the two Directorates are defined:

The Planning, Research and Evaluation Directorate advises senior management on allocating Branch resources so that the mandate of the Fitness and Amateur Sport Act is fulfilled. Specific functions, named in the Directorate's





FIGURE 5-10  
FITNESS AND AMATEUR SPORT BRANCH: 1974



Source: NAC, 1974, 30:Annex B. These appointments were confirmed July 19, 1974 (Giroux, 1974).



title, are program direction, evaluation of effectiveness and research in support of program development. The Program Operations and Administration Directorate is responsible for operation, finance and support services for the entire Branch and its programs. Its duties are divided into three sections: Promotion and Communication; Program Operations; Finance, Administration and Personnel (DNHW,1978ar:26,30).

Therefore, by 1973 the Task Force's recommendation to appoint a Director General (i.e. ADM) responsible to a Deputy Minister was implemented. With the expansion of additional staff and the creation of the new Directorates staffed with professionals in administration and communication the second recommendation related to Directorate (sic Branch) structure was realized.

Except for a few minor changes, the structure remained in place until August 31, 1976 (Figure 5-11). Paul Woodstock became Assistant Deputy Minister in May of 1975 when Bob Giroux left to take a new position as Director General of the Staffing Branch in the Public Service Division (Giroux,1977). Many believe Giroux came into the Branch primarily to get the administrative and financial system in order.

Westland (1977b) states:

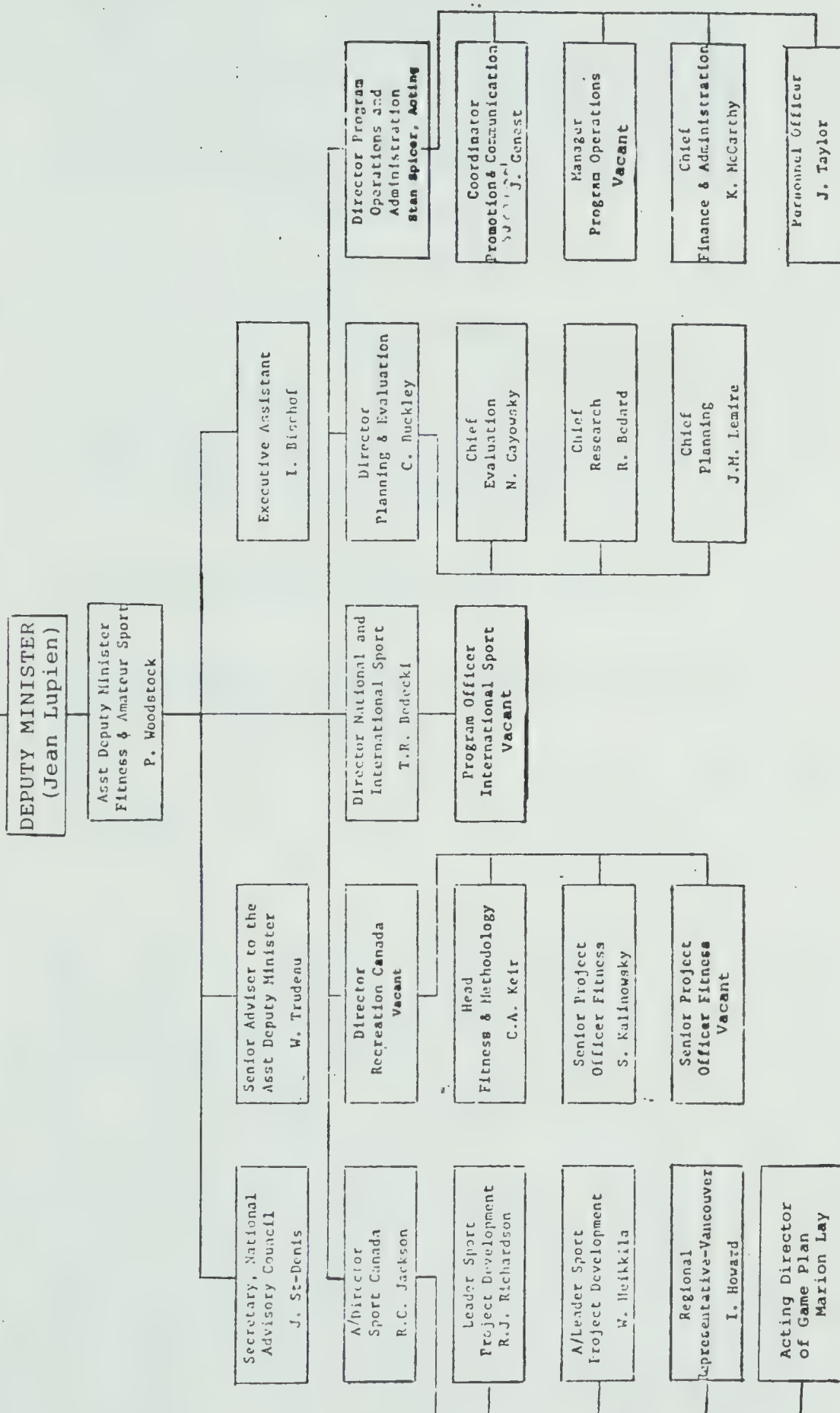
Mr. Giroux's appointment was primarily a result



FIGURE 5-11

FITNESS & AMATEUR SPORT BRANCH: August 31, 1976

MINISTER  
(DNHW - Hon. M. Lalonde)



Source: Office of the Assistant Deputy Minister. Revised August 31, 1976 by O. Sorensen (1976) with Bill Hallett (DNHW, 1976h).





of the bureaucratic system<sup>60</sup>. . . it was obvious that Dr. LeClair didn't want to inherit this "garbage bag". - - Don't forget we were known as the outfit who ignored all the rules and regulations. We must have been a nightmare for the Treasury Board. Therefore, what the Minister needed - - - was a person to run a clean ship (Westland, 1977b).

Giroux states that the Directorate was elevated to Branch status for three reasons (paraphrased):

- a) an ADM would give the program a higher profile within the government that would be consistent with its broadened scope in the public eye, especially with new programs like Game Plan and PARTICIPaction;
- b) increased funding required better administrative procedures; and
- c) because in 1974 the Treasury Board delegated the approval of grants to the Minister responsible.

Prior to 1974 the Treasury Board approved every grant.

However, to make the program more flexible and to

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<sup>60</sup> Lou Lefaive, although appointed Acting Director in March 1973, did not get the post. Many interviewees stated that they felt Lefaive would have been a better selection because he wanted to make a career out of sport and would have provided the Program with knowledge and continuity. The reason he did not win the position in these individual's view was that in general terms Lefaive's philosophy was very different from LeClair's (Deputy Minister) and Lalonde's (Minister) health-oriented point of view. Also, Lefaive was considered a mover rather than a task-oriented administrator as Giroux was known to be. A few people stated that out at the Burnaby Canada Games pressure was put on Lalonde to appoint Lefaive as ADM. When he decided on Giroux he made Lefaive President of the newly incorporated National Sport and Recreation Centre. The interviewees are identified here only by code (1917, 1923, 1935, 1951, 1961, 1963).



accelerate the whole process of decision-making the Treasury Board agreed to approve a total block of funds. Therefore, the Treasury Board wanted to be sure that the FASB operated like other departments and branches within the government. Giroux states:

The way the Branch was operating prior to 1974 was uncommon . . . so (all we did was bring) the FASB into the mainstream with all other departments (Giroux, 1977).

Westland states:

Having created the National Centre for Sport and Recreation, Lou took refuge there and then came Bob Giroux. Bob's era I like to call the era of Administration ; the day had arrived that we were going to be straightened out. We learned all about "Management by Objectives" and about Sub-objectives; we wrote Program Activity Structures and we had an organizational structure; we even got man years. We were able to convert fellows like Sam and Sandy into Public servants; all of a sudden we played the game like everybody else.

Unfortunately, Bob didn't wait around long enough to see the results of all that, because within two years he followed the greener pastures of the Public Service Commission where he is waving the sceptre now (Westland, 1976).

Paul Woodstock followed Giroux in May, 1975 and lasted until February 8, 1977 when he left to accept a position within the Treasury Board Secretariat (DNHW, 1977f). Generally speaking, his tenure was fraught with discord. However, he was ADM over the period leading up to the 1976 Olympics and the increased activity for everyone in sport followed by a natural letdown made his task a most arduous one.





Jackson (1977) believes that the ADM is in a difficult situation. "He has to be a politician who looks both ways" (Jackson,1977). What Jackson meant was that an ADM has to protect the Minister politically and take care of the program. Therefore, since the appointment of an ADM to administer the program, the Director positions of the four Directorates became more important, for in the final analysis they have to have the technical expertise to run and develop the program. Many interviewed for this study strongly concur with this view. Woodstock's error in Jackson's (1977) opinion was in trying to develop the Branch into one single unit.

He states:

Paul Woodstock's view was to tie it  
altogether to make it a workable Branch  
- - - he tried to force something that  
wasn't a natural union - - - This resulted  
in him losing his Directors (Jackson,1977).<sup>61</sup>

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<sup>61</sup> Around the same time in June 1976, Cor Westland, Director of Recreation Canada; Louis Huneault, Director of Program Operation and Administration and Roger Dion, Senior consultant left the Branch. Although much was made of their leaving the public record indicated their departures were ones of coincidence in timing (Howard and McKinsey, 1976). However, a more negative outcome was that Westland's position was not filled for sixteen months and many "insiders" believe this is the reason Recreation Canada never recovered the status he gave it. In 1977 Recreation Canada became Fitness and Recreation Canada with the appointment on November 1 of that year of Mr. John Pickett to the post (DNHW,1977o). In 1980, following the move of the Branch from Secretary of State to Labour, the Fitness and Recreation Canada Directorate became known as the Fitness Canada Directorate, thereby narrowing further the Branch's mandate as suggested by the Task Force and doing what Munro wanted to do in the first place.



Jackson's point is significant insofar as Woodstock's tenure indicates that the Task Force's recommendation to separate sport from fitness and recreation is sound (DNHW,1969b:94). Many persons interviewed during 1977 believed that the Sport Canada Directorate was becoming well established under Jackson's leadership and because of the heightened sport program thrust during the 1976 Olympic Games.

On February 8, 1977 Mr. Bruce Rawson, the Deputy Minister, appointed Mr. Peter Lesaux, Assistant Deputy Minister replacing Mr. Woodstock (DNHW,1977f). Currently, Lesaux is still the ADM and although rumours to the contrary have persisted for over two years, it appears that he wants to stay in the position thereby giving the program much needed stability. Figure 5-12 shows the structure of the Branch in November of 1977 after the appointment of Pickett. As well, Lesaux within two months of his appointment hired Mr. William A. Delbridge to replace Huneault in the newly name Administration and Program Services Directorate (Figure 5-13 and 5-14). However, Lesaux did not fill the vacancy left by Clare Buckley who stepped down as the Director of Planning, Research and Evaluation



FIGURE 5-12

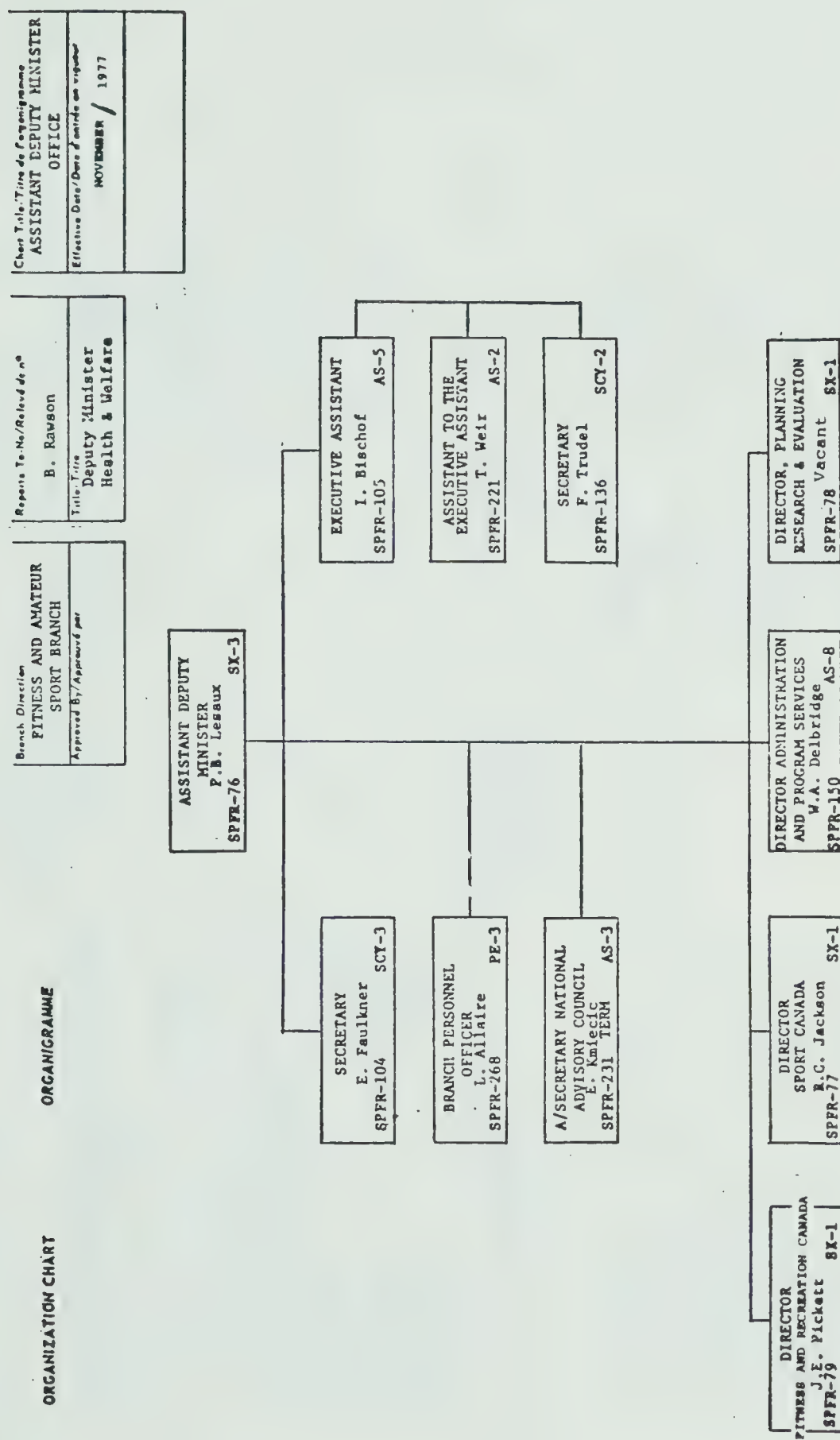






FIGURE 5-13

**FITNESS AND AMATEUR SPORT BRANCH: August 23, 1979**

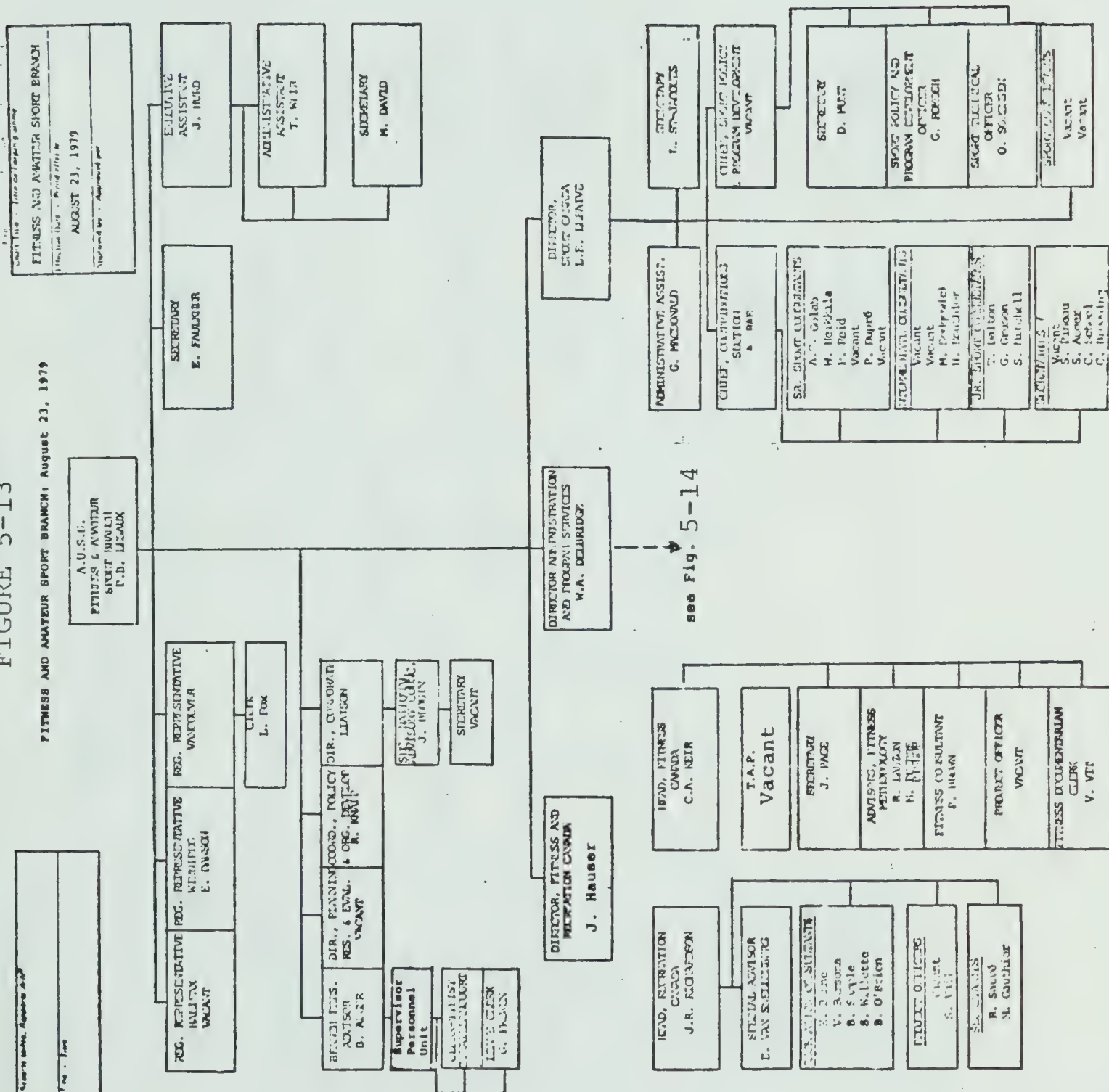
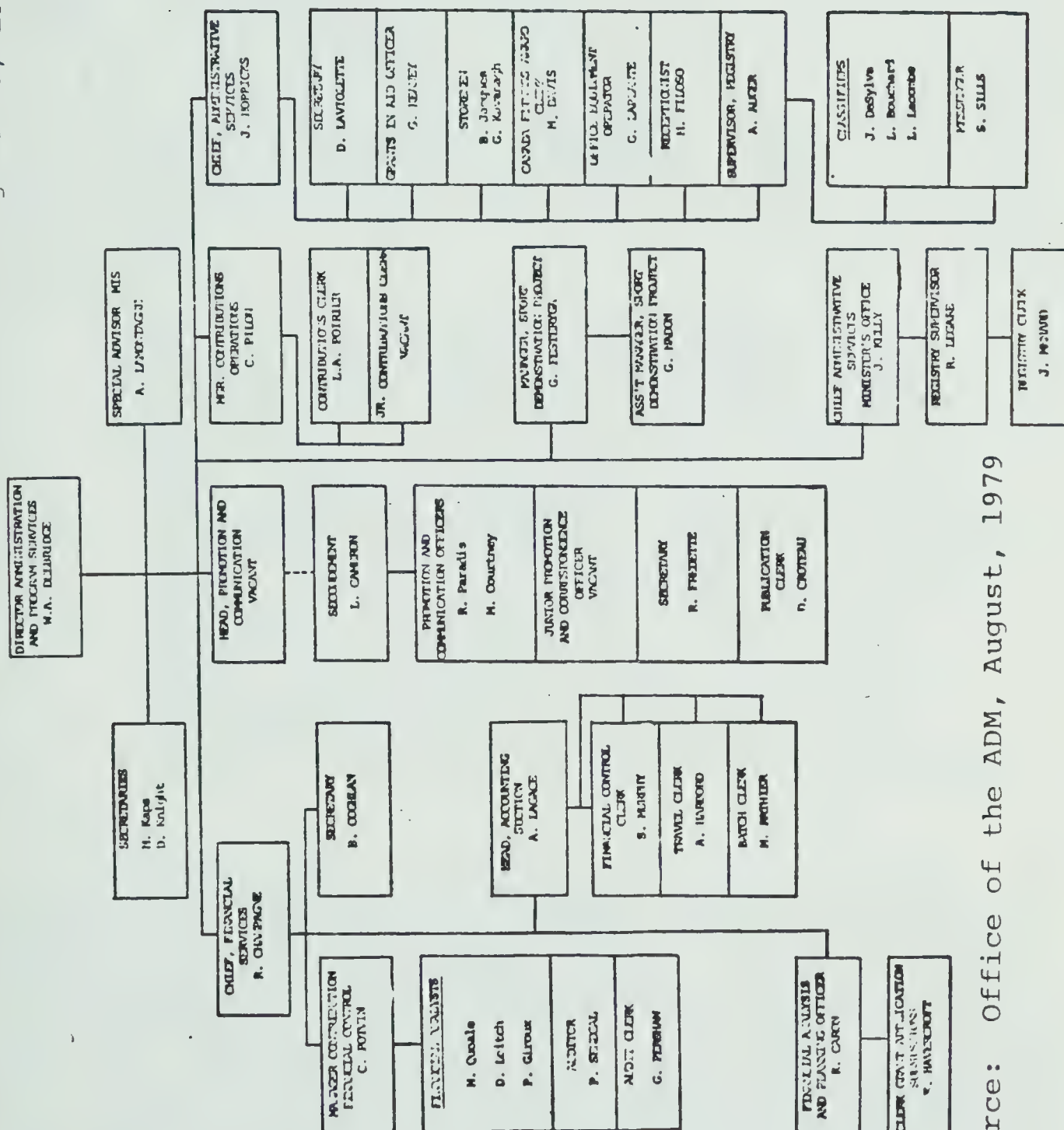




FIGURE 5-14

## ADMINISTRATION AND PROGRAM SERVICES DIRECTORATE: August 23, 1979



Source: Office of the ADM, August, 1979





(see Figure 5-12)<sup>62</sup>.

Stability established, Jackson left his position as Director of Sport Canada in April, 1978 to become Dean of Physical Education at the University of Calgary (DNHW, 1978g). To ensure that the White Paper process to finalize a national sport policy that she started would come to a successful conclusion, Campagnolo sought out someone to lead Sport Canada into the 1980s (Campagnolo, 1977a; DNHW, 1978e).

On April 13, 1978, Mr. Bruce Rawson, Deputy Minister, announced the appointment of Lou Lefaive as the new Director of Sport Canada of the Fitness and Amateur Sport Branch. Mr. Lefaive has been Director of the National Sport and Recreation Centre since 1973. The Honourable Iona Campagnolo, Minister of State, Fitness and Amateur Sport, expressed her pleasure at the Public Service Commission appointment stating "Mr. Lefaive is no stranger to the Branch, as he was Director of Fitness and Amateur Sport from 1968 until 1973. Since then, he has worked in close liaison with the officials of the Branch and the sport community. He comes to us at a very challenging

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62 Westland (1979:32,115) states: "The Planning, Research and Evaluation Directorate really never got off the ground. Its development started one year later than that of the others, due to the absence of its director and furthermore, its functional units had great difficulties becoming operational; the Planning section spent countless hours on the development of a Fitness and Amateur Sport Plan that really never got accepted (see Figure 5-1); the Research section, after a great deal of frustrating and time-consuming developmental work, finally received approval for its first series of research contributions in 1977, to see the whole programme halted indefinitely immediately thereafter; the Evaluation section made very little progress in this crucial aspect of the programme, and did not advance much beyond a rather complicated and top-heavy system of computerized project administration . . . As of April 1, 1979, this Directorate has ceased to exist.



time in the history of sport in Canada, as we are now in the last stage of the preparation of our national sport policy" (DNHW,1978g).

The 1970's ended the way they began with Lou Lefaive again established as Director of Sport Canada bringing in a new sports policy for the 1980's (Figure 5-13). However, soon after Partners in Pursuit of Excellence was finalized Lefaive resigned as Director going to perhaps his first "love", the Presidency of Hockey Canada - - an organization he helped create ten years earlier (Milton,1980).

Nevertheless, by the end of the decade the Directorate had risen to the level of a Branch with a "permanent" ADM and much larger staff as recommended by the Task Force (Table 5-2, Figures 5-13, 5-14). Figure 5-14 shows that the Administration and Program Services Directorate is the largest Directorate. This has occurred as a result of tighter budgetary regulations and because of some of the abuses by the private sector organizations in the past. However, if the current trend continues, the Branch will be regulated to a "banking-type", granting giving agency lacking sensitivity to sport and fitness. Should this occur the time for a Sport Canada Council as proposed by the Task Force Report, the Unification of Sport Report and the Partners in Pursuit of Excellence White Paper, will have arrived.

Although an organization named Sport Canada has been created, the recommendation of the Task Force to set up ". . . a non-profit organization . . . to provide a focus for the administration, support and growth of sport



TABLE 5-2

## STAFFING OF THE FITNESS AND AMATEUR SPORT PROGRAM

BY PERSON-YEARS (P-Y) AND NUMBERS (No.) OF EMPLOYEES: 1969-1979

Description	1969	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979	1980
P-Y No. P-Y No. P-Y No. P-Y No. P-Y No. P-Y No. P-Y No. P-Y No. P-Y No. P-Y No. P-Y No.												
Executive	1	1	1	1	1	2	2	2	2	2	2	2
Scientific & Professional	6	6	6	9	12	1	1	1	1	1	1	1
Administrative and Foreign Service	11	10	11	11	15	18	32	32	30	30	34	34
Administrative Support	12	12	15	12	27	27	17	18	25	25	136	36
Operational							2	2	1	1	2	2
TOTAL	30	29	33	30	52	58	52	53	59	59	174	74
% increase			10	57.6 <sup>1</sup>	13.5 <sup>2</sup>	185.2 <sup>3</sup>	(31.6) <sup>4</sup>	(10.9) <sup>5</sup>	3.8	10.9 <sup>6</sup>		(8.2) <sup>7</sup>

1. This increase is to implement recommendations of two study groups which involve the expansion of the role of the program
2. This increase results from the staffing of additional regional offices and an increase in administrative services
3. This includes 101 person-years for summer students and 12 person-years for program expansion
4. The net decrease results from a reduction of 75 person-years for summer students and an increase of 20 person-years for program expansion
5. The net decrease results from a reduction of 26 person-years for summer students and an increase of 13 person-years for program expansion
6. Increase is due to the appointment of a Minister of State and staff.
7. Reflects a general decrease as a result of overall government expenditure reductions.

Source: Estimates, 1970-1980





. . . " has not occurred. The creation of such a body has been a topic of discussion in sport from 1949 when the CSAC was created. This has been a central point in other key proposals such as the Unification of Sport Report (Taylor, 1976)<sup>63</sup>. Following Taylor's Report, the new "Sport" Minister Iona Campagnolo initiated the Green Paper process to determine a national policy for sport (Campagnolo, 1977a). Two years later the Minister presented her White Paper, Partners in Pursuit of Excellence (Campagnolo, 1979b). Although many in sport believed she was going to recommend the full implementation of the Task Force's recommendation she stopped somewhat short, preferring instead to create the organization again within government. In her White Paper she states:

To accommodate all the elements that together make up the world of sport at the national level, and to prepare ourselves to meet the test of the new decade, it is proposed to establish a federal amateur Sport Council  
 - - - It is my conclusion that those elements of Sport Canada now in the Fitness and Amateur Sport Branch of the Department of National Health and Welfare be transferred to the Sport Council. It is also possible that certain agencies, such as the National Sport and Recreation Centre and the Coaching Association of Canada, which owe their origins to government initiatives, will also find a place in the Council. It will, however, be through mutually agreed decision if such latter amalgamation occurs. Certain powers of the Minister under the Fitness and Amateur Sport Act would be delegated by the Minister

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63 Noteworthy is the fact that many of the elements found in Pugliese's Report (1970b) form the basis of Taylor's Report (1976).



to the Council ..... The Sport Council will also have a ..... degree of flexibility, although as a Schedule B Crown Corporation under the Financial Administration Act, it will of course be subject to legal and financial control by the Treasury Board . . . (Campagnolo, 1979b:10)<sup>64</sup>

As of this date the "Sport Canada" concept as visualized by the Task Force remains one of the few recommendations yet to be implemented.

#### The National Advisory Council on Fitness and Amateur Sport

The National Advisory Council also felt threatened by the recommendations of the Task Force. The Task Force Report recommended four recommendations that, if implemented, would reduce the authority of the NAC. Two of the recommendations related to the development of the non-profit corporation to be known as Sport Canada that would be responsible for sport (DNHW, 1969b:86). Another recommended that the present Director's position within the FASD be upgraded to the Director General level. The Director General would ". . . be given the responsibility of making all recommendations concerning grants to the Deputy Minister" (DNHW, 1969b:81). This function up to 1968 was carried out by the Council! The purpose of this recommendation was to change the NAC from the quasi-executive, technical grant giving body it had become in the 1960's back to its original intended purpose that of being advisory to the Minister as stated in the Act (see Appendix 3-1, section 7). This recommenda-

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<sup>64</sup> Refer Treasury Board (1977) for an outline of the various types of governmental agencies.





tion was one of the first to be implemented by Munro (DNHW, 1969b:45,81). This action resulted in relegating the NAC from one of the most influential national organizations in the 1960's to one of the least effective during most of the 1970's. Most of those interviewed that had a close relationship to the NAC agree with this conclusion.

The fourth recommendation made by the Task Force is that

"Act C-131 be amended as follows:  
(a) Section 7 - The Council now be called the National Advisory Council on Fitness and Recreation (DNHW, 1969b:81).

This recommendation has not been carried out in the official sense. Appendices 11-13 and 11-14 show the structures of the National Advisory Council on Fitness and Amateur Sport (NAC) from 1969 to 1979. These structures and a review of the NAC minutes clearly indicate a continuing sport emphasis. However, an interesting finding is that most of those interviewed believe or perceive that the NAC had less of an interest in sport since 1969, emphasizing the fitness and recreation aspects. Although this strong perception is there, this certainly is not the case. Many, if not most, of the studies either initiated or carried out directly by the NAC state in their titles a study on "Sport, Recreation and Fitness". True, that the Council seems to emphasize the broad approach to the program but not to the neglect of sport.



Another very important finding was - - and this was underscored by all past Council Chairmen and members<sup>65</sup> interviewed and even Lefaive - - that the NAC plays a vital role in moving the program ahead or assisting with a new development. For example, the Minister very effectively used the Council to increase the allocation to the program above the previously approved \$7.2 million in 1972 to the long range commitment announced in the Speech from the Throne in 1973 (Commons Debates, 1973a) (See Appendices 27-29).

Noteworthy is the fact that after reviewing Beaubien's "10 Year Plan"<sup>66</sup> the rationale to increase the funds was primarily centred on a mass participation emphasis. In this way fitness and recreation again created the rationale to increase funding for sport endeavours leading to the 1976 Olympic Games!

L'Heureux, 1977 and Meagher, 1977 also state similar views insofar with respect to helping the Minister make some very difficult decisions. In this regard, the Council is perceived by the Government as the "voice of the people". It appears that if the Council pushes something,

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65 These are Beaubien, Bertrand, Brown, Buckley, Lawson, L'Heureux, McEwen, Meagher, Nixon, Osborne, Pelech, Smith and Toner (see Appendix 10).

66 See Beaubien, 1972b. The title of the study is "Master Plan for Federal Action in Physical Recreation and Sports Excellence!"



the politicians perceive that the people want it, and in this regard it can be said to perform a vital function for the Minister. The Minister can "use" it to advance a concept he or she believes in or "blame" the NAC when something goes wrong or a proposal is turned down.<sup>67</sup> Campagnolo (1977c) recognized this and stated that she was searching for a "real meaningful" role for the Council. However, in this purely advisory way the Council may be more important than even "the movers and shakers" at the national level of sport realize.

The major problems related to having an effective Council appear to be the perception that it is only a patronage pork-barrel body, the fact that Ministers tend to be tardy in filling vacancies on the Council and the fact that many of its members "play political games" and try to be more manipulative than they are meant to be. West (1973c,2:3) says the basic criticisms of the NAC are that it is:

- (a) not representative
- (b) not responsible
- (c) a "pork barrel", and
- (d) not necessarily a source of expert advice.

To play the effective "to be used for the good of sport" role as described above, these criticisms may not be that important. It would appear that a strong case could be made

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67 Some of the other problems the Council helped resolve according to some interviewees were related to Canada's international involvement in hockey, the Olympics, allocations, the South Africa problem and staffing of the Branch. Indeed, there is strong evidence to support the fact that the NAC has suggested and brought to fruition some top level administrative changes within the Branch throughout its history to the present.





to continue the Council until at least the inevitable independent Sport Council is created. This position appears to be the current thinking of the federal government. In fact, the internal Directorate's response to the suggestion to restrict the Council's focus was discussed with the NAC members. The Council rejected the idea and at least to date the succeeding Ministers have agreed (DNHW, 1969c; Campagnolo, 1977c).<sup>68</sup> As well in December, 1976 the Council, under the direction of Dr. Patricia Lawson, its Chairman, presented a formal constitution to the Minister and ADM which they both accepted (NAC, December 1976: Appendix B). Also, Lawson and Paul Woodstock, ADM at the time, worked out an agreement which they both signed to clarify the future role the Council would play. These actions initiated by Dr. Lawson did a great deal to ensure the Council's continued existence beyond Campagnolo's tenure and even into the future. The agreement is shown as Figure 5-15.

The Provinces, The Interprovincial Sport and Recreation Council and the Federal/Provincial Conference

The recommendation of the Task Force in respect to the federal-provincial aspect of the program is:

the federal-provincial agreement be re-evaluated and a new program be devised for expenditures in this area (DNHW, 1969b:81)

However, prior to the completion of the Task Force these

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<sup>68</sup> The NAC's name has not been changed by Ministers following Campagnolo.



## FIGURE 5-15

AGREEMENT BETWEEN THE NATIONAL ADVISORY COUNCIL ON FITNESS  
AND AMATEUR SPORT and the FITNESS AND AMATEUR SPORT BRANCH

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PREAMBLE

As a result of changed circumstances in the fields of sport, fitness and recreation which have taken place since the promulgation of the Fitness and Amateur Sport Act in 1961, it is useful at this time to clarify the relationship between the National Advisory Council on Fitness and Amateur Sport and the Fitness and Amateur Sport Branch.

ROLE

- (a.) Council will follow the mandate given it by the Fitness and Amateur Sport Act of 1961.
    - i.e. 9(1) The Minister may refer to the Council for its consideration and advise such questions relating to the operation of the Act as he sees fit.
    - (2) The Council shall give consideration to and advise the Minister on
      - A.) all matters referred to it pursuant to subsection (1), and
      - B.) such other matters relating to the operation of this Act as Council sees fit.
  - (b.) Further to this, for clarity and definition, the role of Council shall be
    - (1) that of stimulating self-help for expanding sport, recreation and fitness opportunities through its recommendations to the Minister
    - (2) as a board of review, offering advice and encouragement to those charged with the responsibility for carrying out the government's program from its own considerable expertise, and as a goad and source of criticism whenever it is dissatisfied with the policy proposals put before it, the direction that established policy is taking, and/or the manner in which policy is being executed
    - (3) and to examine and analyse problems on sports, recreation and fitness
- 

Source: NAC (Dec., 1976: Appendix C)

The Constitution of the NAC specifies the means through which the above are to be accomplished.





allocations were in the process of being terminated.<sup>69</sup>

Westland reports in a document of the FASB, that the original objective was,

. . . to enable the provinces, especially those which did not conduct active programs, to initiate and develop programs in the area of Fitness and Amateur Sports; the agreements were meant to "prime the pump" . . . Although one can argue this point, it will be generally agreed that, with the exception of two of possibly three of the smaller provinces, this objective has been achieved (Westland, 1971).

The Directorate's reaction to the Task Force recommendation in early 1969 is:

Provinces have been notified, and preliminary governmental discussions have been held. The transfer of expenditures on this program to the Canada Games, on an annual basis, has been publicly advocated by the Department (DNHW, 1969c).

With the decision by the Minister to continue the highly successful Canada Games the Task Force's above recommendation was implemented officially on March 20, 1970 in Munro's A Proposed Sports Policy for Canadians (DNHW, 1970a:34-39) and in his speech on "Sport Canada - Recreation Canada" (Munro, 1971c: 4-7).<sup>70</sup> Appendix 25 shows that contributions to the provinces were continued to 1971 in order to phase out the program. Also, Appendix 25 shows that grants to the provinces in the Atlantic region were continued to 1976. This agreement was referred to as the "Atlantic Bloc" with the aim of assisting those provinces develop to the extent of the others in Canada

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69 This is discussed in detail in Chapter 4

70 Munro alluded to this decision well before the completion of the Task Force Report at the CASF meetings and in a speech to the AAHPER Conference (Munro, 1968a) .



(Auger, 1977a; Bayer, 1977; Clarke, 1977; Ganske, 1977; Johnson, 1977; McLenahan, 1977).<sup>71</sup> Broom and Baka (1979) show the history of this provincial development from 1934 to 1977 in Table 5-3.

After the cancellation of the 60/40 Agreement the Provincial Directors continued to meet as a re-constituted body known as the Interprovincial Sport and Recreation Council. They met to share ideas and discuss national plans, Johnston, 1977 states that the Council is a low profile group which doesn't create any problems for anyone but which can certainly disrupt things if federal programs and initiatives are not bounced off the Council. This became very evident when the Minister, Iona Campagnolo in 1977, attempted to initiate the Discussion Paper on a National Policy on Fitness and Recreation without first involving the Council. In her attempt to "use" CAHPER and CPRA to steer the process of developing the "Policy" the Inter-provincial Council simply closed ranks and caused the total process to collapse (DNHW, (DNHW, 1979b)).<sup>72</sup>

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71 Appendix 25 and 26 also show that the federal government continues to give grants to the provinces and municipalities. Also, substantial funding goes to the provinces via NSGBs. As well the major facilities for the Canada Games are funded in part with the provinces and municipalities. Appendix 20 shows the amount of funds allocated to the Canada Games Council since its inception. Appendix 22 shows the amount of funds allocated to the local Canada Games Societies since the Games were initiated in 1967, prior to the Task Force.

72 The Council directed their Ministers related to recreation and sport in the provinces not to cooperate with CAHPER and CPRA.









TABLE 5-3 (cont'd)

	ONTARIO		QUEBEC		NEW BRUNSWICK		PRINCE EDWARD ISLAND	
	SPORT AGENCY	DEPARTMENT	SPORT AGENCY	DEPARTMENT	SPORT AGENCY	DEPARTMENT	SPORT AGENCY	DEPARTMENT
1934								
1935								
1936								
1937								
1938								
1939								
1940								
1941								
1942								
1943								
1944								
1945	Physical & Health Educ. Branch (1945)	Education (1945)						
1946								
1947	Community Programmes Br. (1948)				Phys. Ed. & Rec'n Branch (1947)	Education (1947)		
1948					Div. of Phys. Ed. & Rec'n (1948)			
1949					Adult Ed. & Fit. Branch (1952)			
1950								
1951								
1952								
1953								
1954								
1955								
1956								
1957								
1958								
1959								
1960					Youth Div. (1960)	Youth & Welfare (1960)		
1961								
1962								
1963								
1964								
1965								
1966								
1967								
1968	Youth & Rec'n Branch (1968)		Bureau for Rec'n & Sports (1965)	Education (1965)				
1969			High Commission for Youth, Rec'n & Sports (1968)	Tourism (May, 1967)				
1970				Rec'n & Sports (Oct. 1967)				
1971	Sports & Rec'n Branch (1972)	Community & Social Services (1972)		Tourism (1968)	Sports & Rec'n Branch (1968)	Youth (1968)	Div. of Youth & Educ. Services (1968)	
1972				Communications (May, 1970)				
1973	Sports & Rec'n Bureau (1974)	Culture & Rec'n (1975)		Education (Dec. 1970)			Div. of Youth, Fit. & Rec'n (1972)	
1974				Tourism, Leisure & Parks (1976)	Sport Br., Rec'n Br. (1977)	Youth, Rec'n & Cultural Resources (1977)		
1975	Sports Prog. Br. in Sport & Fit. Div. (1975)							
1976								
1977								
1978								
1979								









The Interprovincial Council should be viewed as a very powerful and influential body which, if it wants to, has demonstrated that it can block federal programs being delivered to the provinces. In addition, therefore, the role of high level Federal-Provincial Conferences between the Ministers responsible for sport and recreation in Canada will be of paramount importance in the future, not only for recreation programs but for developmental sport programs such as the very successful Canada Games. As stated in Chapter 4 the Canada Games is perhaps the best example of a very workable, successful and cooperative program shared among governments and private agencies at all political levels in Canada.

#### OUTPUTS

Until the appointment of a Minister of State for Fitness and Amateur Sport the Ministers of Health and Welfare Canada (Munro and Lalonde) retained the sole responsibility for implementing the Act. Sections 4 and 5 which provide the allocative authority of the FASA have not been ammended (See Appendix 3-1).<sup>73</sup> What did occur during the 1970's period was a change in emphasis and direction. Related agencies, organizations and institutions continued to be funded as specified under section 4. However, the cost-

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<sup>73</sup> See Outputs section in Chapter Four..



sharing agreements between the federal and provincial governments were terminated at the end of 1969 and phased out over the next two years.

As described above the authority of the National Advisory Council on Fitness and Amateur Sport (NAC) was severely limited following Munro's appointment as Minister in July, 1968. The executive-type role the NAC had occupied up to that point was given to the Directorate (FASD) under Lou Lefaive's leadership. Therefore, the program development changed from being NAC/provincial government directed to one directed by the FASD. This change also altered the influence of various components, in respect to the Act, within the Canadian Sport Delivery System. The following describes the allocative, program and positional outputs of the FASA from the 1970-71 fiscal year to the end of 1979.

#### Allocative Outputs

Perhaps the most significant recommendations emanating out of the Task Force and P.S. Ross Reports were those related to increased funding for the program. During the 1971-72 fiscal year Munro implemented the amendment to the Act that allowed for expenditures for fitness and amateur sport to rise above the \$5 million limit as specified in article ten of the Act (Government of Canada, Estimates, 1971- 72). This was a direct result of the Task Force's recommendation to amend the Act to allow for a minimum expenditure of \$6.2



FIGURE 5-16

Public Account/Estimates Record  
of Allocations to the Fitness and Amateur Sport Branch

Source	Vote #	Year	Act Statutory	Directorate Voted	Authority
Estimates (1972:16/46)	40	1971-72	to \$6,200,000		( Privy Council Approval
Public Acct. (1972:15/6)	40a	1971-72	to 7,200,000		-( and then Departmental ( vote
"	40b	1971-72		\$ 948,000	- Departmental vote
"	25	1971-72		171,000	- Transfer payment to change from Appropriation Act #3, 1971
"	5	1971-72		204,100	- Transfer from T.B. for contingencies
				"	
				1,373,102	(see Appendix 17 Allocation for 1972)
Public Acct. (1973:15/5)	45	1972-73	to \$7,500,000		- Cabinet
	45a		1,000,000	1,149,000	- Dept'l vote To extend the purposes of NHW Vote 45, Appropriation Act, no. 3, 1972 to authorize payments for the purposes of the FASA a further amnt. of \$1 million.
	45	1972-73	to 7,975,000		Cabinet - Dept'l vote
	10	1972-73		1,198,800	Transfer from T. B.
				1 chg.	for student summer employment
				3,347,801	
Public Acct. (1974:15/5)	50	1973-74	to \$9,850,000		Cabinet
				2,078,000	Dept'l vote
	50a	1973-74	to 11,850,000	1	Vote 50, Appropriation Act #4, 1973
				2,078,001	
		Contributions to Superannuation costs		68,000	-
Public Acct. (1975:15/6)	50			2,538,000	Operating Expenditures
		This vote repealed section 10		of the FASA	
	50b			1,229,000	Transfer from NHW vote 55 Appropriation #3, 1974
				1	
	55		14,500,000	1,230,000	Grants listed in the contributions
		Less transfer to Vote 50	- 1,229,990		
			13,270,001	3,768,000	
		Contributions to super- annuation account	141,000		
Public Acct. (1976:15/5)	35			4,451,000	Operating Expenditures
	10 TB				Student summer employment
				140,000	
		Less transfer to Vote 40		- 207,999	
	40		17,162,000		
		Transfer from vote 35	+ 207,999		
			1		
		Contribution to employee benefit (super.)		218,000	
		Total 1975-76 appropriations			21,971,001
Estimates 1978:16/38	35			5,466,000	Operating
	40	Contribution and authority to make pay- ments out of consolidated revenue acct. for the purpose of physical fitness, amateur sport and recreation programs in accordance with terms and conditions prescribed by order of the Governor in Council, the aggregate of said payments made pursuant to paragraph (d) of Treasury Board vote L27a Appropriation Act #4, 1976, not to exceed at any time 5% of the aggregate of the amounts credited to the National Lottery Account.	21,287,000	342,000	Employee benefit





million annually (DNHW, 1969b:81). The amount of statutory funds actually allowed for in that year was the \$6.2 million plus an additional \$1 million in supplementary funds (Appendix 27). During Munro's tenure the total program expenditures went from \$4,304,435 in 1968-69 to \$11,450,210 in the 1972-73 fiscal year (Appendix 29)<sup>74</sup>. The Estimates for 1972 show that Vote 40 was amended to allow for supplementary funding up to an additional \$1 million to \$7.2 million (Estimates, 1972:16-46; 1972:15-16, see Figure 5-16). This amendment and precedent allowed for the further increment in funding in the 1973 Throne Speech (Commons Debates, 1973a). The importance of Vote 40 is reflected in Appendices 27, 28, 29 Figure 5-16 and internal documents within the FAS Branch.<sup>75</sup> The Throne Speech announcement and the subsequent expansion of the Directorate was a reaction to the Task Force's recommendation calling for:

Increased funds...to permit expansion of the professional staff of the Directorate, such expansion to include consultants in administration and communication and other professional areas (DNHW, 1969b:81) (Table 5-2).

The Throne Speech announcement was a result of Beaubien's, Chairman of the NAC, "Ten Year Master Plan for Federal Action in Physical Recreation and Sports Excellence" (Baubien, 1977;

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<sup>74</sup> Munro was Minister when the 1972- 73 fiscal year Estimates were passed.

<sup>75</sup> Some examples are DNHW, 1976g and DNHW, 1976h.



Beaubien;1972b).<sup>76</sup> This was the first three year commitment the FASD received (Bedecki, 1977b; Lefaive, 1977). The 1973 Annual Report states:

During the year approximately \$11.2 million was spent on Fitness and Amateur Sport programs: \$6.55 million to Sport Canada, and \$2.3 million to Recreation Canada. Most of the rest was spent on programs for summer students (\$1.2 million) and the Administrative Centre for Sport and Recreation. Of great importance, however, was the announcement in the Speech from the Throne in early January that the Fitness and Amateur Sport program would be greatly expanded so that by 1975 \$20 million annually would be available for its activities. The basis for an expanded program which places great emphasis on fitness and mass participation can be found in the recommendations of a 10-year Master Plan that was accepted by the National Advisory Council on Fitness and Amateur Sport in June 1972. That plan emphasized the growing need to consider fitness as a preventative health measure and linked this with the challenge presented by the 1976 Olympics and Canada's athletic participation in that event (DNHW,1973ar:1).

Allocations made by the Minister. The other major decision that occurred that affected the allocative process, according to those interviewed who were closely involved in the Branch, was when the Treasury Board began to allow the Minister responsible for the Act to approve allocations within the totals provided for in the Estimates. (Buckley,1977;

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<sup>76</sup> This NAC study was an outgrowth of the National Conference on Olympics '76 Development held in 1971 (Beaubien,1972b:19-22;DNHW,1972 and 1972 Annual Reports; Munro,1971b). See Privy Council (1972) decision included in its entirety under Objectives in this Chapter above.



Giroux,1977; Jackson,1977; Kalinowsky,1977; Lay,1977; Lefaive,1977; Lemaire,1977; Richardson,1977; Woodstock,1977). This occurred in 1974-75 during Lalonde's term in office. Previous to this the grants and all other allocations had to be approved by Treasury Board (Buckley,1977; this is reflected in Treasury Board directives 1972a and 1972b).

Lefaive (1977) outlined this process currently used within the Government as he knew it:

All the decisions are made in Cabinet. But the budget for the Branch is voted in the House in the sense that it goes before the Committee of the House on Estimates. That's what happened before the increase. The FAS budget was pulled apart by the Committee in '71 and '72 where Departmental officials (myself included) appeared before the Committee.

The Treasury Board then appropriates the allocations for the contribution (statutory) side and the administrative side of the budget. Requests received by the branch for funding are then screened by Branch personnel according to specified criteria, then submitted to the Minister for approval. The ADM must try to remain within the administrative side of the budget to operate the Branch (Lefaive,1977; see Appendices 12-13).

Government policy statements for each department have been specified in the Estimates from 1971. This statement led to the development of program activity structures for all departments to enable the Government to forecast more effectively. The Program Activity Structure for the Branch was included for the first





FIGURE 5-17 .

FITNESS AND AMATEUR SPORTPROGRAM ACTIVITY STRUCTURE: 1976-1980PROGRAM OBJECTIVE:

To raise the fitness level of Canadians and to improve their participation in physical recreation and amateur sport.

SUB-OBJECTIVES:

1. To increase the appreciation for the understanding of fitness, physical recreation and amateur sport.
2. To improve the Canadian delivery systems of fitness, physical recreation and amateur sport.
3. To improve the quality of participation of Canadians in physical recreation and amateur sport.

PROGRAM DESCRIPTION

Activity 1 - Promotion and Communications - Strategies and activities to promote a better understanding and active interest in fitness, physical recreation and amateur sport.

Activity 2 - Resources Development - Provision of support for human and physical resources necessary to develop and improve fitness, physical recreation and amateur sport.

Activity 3 - Training - Support of events for participants and athletes which foster the improvement of abilities and performance in fitness, physical recreation and amateur sport.

Activity 4 - Competition - Assistance to enable individuals or groups of individuals to engage in events for the purpose of measuring their performance against others or according to established standards.

Activity 5 - Program Planning and Management - Planning of the Fitness and Amateur Sport Program, management of the activities through Recreation Canada and Sport Canada, and the provision of administrative services in the operation of the program.

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Source: Government of Canada, Estimates, 1976-1980.



time in the 1975-76 Estimates (DNHW, 1976g).<sup>77</sup> The Program Activity Structure as it is stated in the Estimates gives the authority for the management and allocations under the Act and delineates the objectives further as program activities (Figure 5-17). However, there were some problems with the process.

These problems are reflected in a letter from L.R. Huneault, Director of the Program Operations and Administration Directorate of the FASB to Mr. R. Cathcart, Program Officer of the Treasury Board Secretariat (DNHW, 1976g). The letter states:

The effect of having forecast expenditures on the framework of this structure was not foreseen as being one of interfering with the freedom of Managerial judgement in allocating resources to whatever types of projects were later found to be of greatest importance during the fiscal year of operation. This effect is in fact brought on, however, through a combination of the very existence of the activity structure and the application of allotment control to contributions funds "as detailed in the Estimates". This is a problem to which we have addressed ourselves already this year. A Treasury Board submission was made in September 1975 (T.B. 739418) to adjust our Activity totals. It is foreseen to be a further problem between now and year-end, however, and the purpose of this letter is to seek an accommodation whereby, if further approval of Treasury Board is required to adjust the authorised levels of expenditure by activity, this may be accomplished by a single submission immediately prior to year end.

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<sup>77</sup> In 1974 four program activity areas were defined. In 1976-77 a fifth, Program Planning and Management, was added; see Figure 5-2 (DNHW, 1974ar:2; Government of Canada, Estimates).





You may wish to consider the actual necessity of any further submission in light of the fact that, following Supplementary Estimates "A", the wording pertaining to our Contributions vote.

The Program Activity Structure of the branch is one item which will be given very serious consideration in the branch's planning process which is currently in its middle stages and will not be concluded until well into 1976-77. We realize that the Structure is not a proper representation of the activities of the Fitness and Amateur Sport Program, in that it does not represent actual pursuits of the Program to which resources (both human and fiscal) may be intelligently allocated and against which performance may be gauged. It, in fact, is only a classification of type of projects. These same types of projects might be undertaken in pursuit of vastly different goals (e.g. a meeting - could pertain to establishing improved recreational programming for the physically or mentally handicapped, or could pertain to a specific Olympic event). By a re-examination of our objectives, sub-objectives, priorities and goals we hope to improve the Program Activity Structure so that it will be more meaningful. In the meantime, we would appreciate any assistance you can give us through considering the possible means by which the "allotment control" feature of the current structure may be diminished or suspended for the balance of 1975-76 and the next fiscal year (DNHW, 1976g).

This situation led to the development of a further delineation of fitness and amateur sport objectives and activities (DNHW, 1977m, see Figure 5-1). Buckley (1977) outlines the rationale for the development of the Program Activity Structure as shown in Figure 5-1.

When explaining Figure 5-1, Buckley says:

If we can sell the Treasury Board only two activities we will have more flexibility. There's a technicality here because you negotiate with Treasury Board (during the Estimates planning) for funds by activities (as shown in Figure 5- 1) not by programs. You can transfer money internally within your own Branch easily with only the ADM's approval between program items associated with the activity. You cannot





transfer between activities unless you have Treasury Board's approval. Ideally for flexibility with administration, we would like to go with one activity.<sup>78</sup> Before 1975 the Branch was given special dispensation. We had just two activities (without any programs specified), one was contributions (vote 40)<sup>79</sup> and the other was the administrative (operations) vote (vote 35). That allowed us all kinds of flexibility but it was because we didn't have our program activity structure developed then. So now they (Treasury Board) say we are not letting you get away with this every year (Buckley, 1977).

The Planning, Research and Evaluation Directorate was phased out and this activity structure (Figure 5-1) either was not implemented or remains an internal working process as this new process is not reflected in the 1980 estimates.

#### General Allocative Policies Related to National Organizations

The Proposed Sports Policy changed the terms and conditions for national sport and recreation organizations in 1970 (DNHW, 1970a:31-44; DNHW, 1970b). Numbers in the margin are the page references showing the source of the statement.

31. Administrative Support In the early part of this year space will be made available in Ottawa providing office space and support staff for sports governing bodies and national comprehensive sports and recreation associations. Additional grants of up to \$12,000 a year each will be made available to selected sports to help employ an executive director. Travel grants to executive and general

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78 Lefaive said the same thing. Indeed Lefaive states further that before 1975 "we would put as much money over on the operating (administrative) side as possible. The precedent for doing that was that it was always done even in 1961 . . ." This is how limited funding, before 1975 could be approved by the Minister without going to Treasury Board (Lefaive, 1977).

79 See Figure 5-16.



meetings will be increased to allow for better national representation at these meetings.

32. Selection Criteria We have evolved a classification system for sports using a point rating system. The points are based on three criteria. The nature of activity is designated up to five points. Participation, which can earn a sport up to 12 points is divided into three categories; mass participation, participation by special groups, and public acceptance. The potential for competition is judged on an eight point scale.

Using the point rating system, sports will be divided into first and second priority groups.

Priority 1 Sport Each priority 1 sport will receive:

- a) office space
- b) secretarial help
- c) office supplies
- d) office furnishings
- e) 100 per cent of travel costs to annual national championships and
- 33. f) 75 percent of travel costs to selected World Competitions
- g) 100 per cent of travel allowance for up to thirteen (13) persons to annual meetings and up to five (5) persons to executive meetings
- h) Up to \$12,000 a year to employ an executive director. In some particular sports, an executive director might be responsible for more than one sport. An executive director must reside in Ottawa to qualify. It is understood that any sport will only qualify for one executive director regardless of the number of disciplines the sport encompasses.

Priority 2 Sport Each priority 2 sport will receive:

- a) secretarial help and office supplies by way of assistance from the administrative center.
- b) all priority 2 sports will have to tap a common fund of \$100,000 for special projects. They will have complete discretion as to the type of project for which they desire help and the project involved could cover a wide range of programs.



By 1974 the priority 1 and 2 designations were dropped. Criteria and revised terms and conditions that now apply to national sport and recreation associations are incorporated as Appendix 13. Increased funding to NSGBs had a significant impact on the sport delivery system.

Bayer (1977) believes that:

National sport governing bodies are starting to impact upon provincial groups. It is going to be slow but important. Our provincial people see more of the national people. Doing away with A and B prioritized sports and moving to equal funding has been a good move but we still have resident and non-resident sports (with respect to the NSRC).

Campagnolo in the 1977 Green Paper - Toward a National Policy on Amateur Sport states "By 1981, the majority of the remaining recognized national sport associations could be eligible for residency in the Centre", thereby doing away with the classifications resident and non-resident referred to by Bayer (Campagnolo, 1977a:11).

Primarily it is the Program Operation and Administration Directorate (POAD) that controls the allocations process. The name of POAD has since changed, see Figure 5-14.

This Directorate is responsible for financial, administration and other support services for the entire Branch and its programs.

Fundamental to the Branch's programming are the contributions made to many national sport governing bodies and agencies. The 1978-79 contribution budget exceeded \$25 million, was spread over 160 recipient organizations and covered 3000 separate projects. Program Services is responsible for transferring this money to the organizations





and providing detailed information, as requested, about these contributions. The Grants-in-Aid to Student-Athlete Program and the Canada Fitness Award Program are also administered by this section (DNHW, 1979ar:8)

The Program Operations section of the Directorate fulfills two major responsibilities:

Coordination of the Contribution System and management of three important Branch initiatives - Grants-in-Aid, the Canada Fitness Award and the Sports Demonstration Project.

The Contribution System includes the application of the Branch's terms and conditions to all contributions given by the Branch to its clientele. At the beginning of each year, Program Operations, on behalf of the Assistant Deputy Minister, invites sport and the recreation associations which are already being supported by the Branch to apply for a contribution renewal. The responses are channelled to the appropriate sport or recreation consultant in the Branch for comment while, at the same time, the Finance and Administration Section examines the associations' financial records from the previous year. Having reviewed these and other terms and conditions, Program Operations prepares a Minister's Package containing all information pertinent to obtaining Ministerial approval for contribution renewals. Similarly, this review process is carried out with any group or association applying for Branch support for the first time. Within the Branch, Program Operations also provides the program directorates with advice on marketing strategy for new programs and activities (DNHW, 1977ar:17).

The Finance, Administration and Personnel section of the POAD is responsible for:

Financial management and general accounting for all Branch activities and related matters. As well, it supports Program Operation's contribution screening process by auditing all sport and recreation associations that receive Branch funding.



Administration handles record management and all purchasing and contracting for the Branch. The Personnel section handles all matters relating to staffing for the Branch (DNHW, 1977ar:8).

The process involves the associations submitting their requests through either Sport Canada or Recreation Canada (Fitness and Recreation Canada in 1979, Fitness Canada today). The projects would be reviewed by the two Directorates and discussed with the related organizations. Once both parties agreed to the details of the projects the funding briefs were forwarded to the Program Operation and Administration Directorate. Following is the procedure, outlined by Peter O. Lesaux, Assistant Deputy Minister in 1977, that the NSGBs follow each year in requesting funds from the FASB.

You will recall that in recent years sport and recreation associations have been asked to forward well in advance of the new fiscal year submissions detailing the total financial support sought from our Branch for that fiscal year.

It is our intention to follow the same procedure for 1978-79. Therefore, I am requesting that associations submit their total requests for the period April 1, 1978 to March 31, 1979 not later than December 15, 1977. Winter sports which are "in season" at the time of this deadline will be allowed one extension to March 1, 1978. I must emphasize that it may not be possible for the Branch to consider requests that are received after these deadline dates.

Associations that seek support through Sport Canada and Fitness and Recreation Canada should only prepare one submission.

Application forms to be used in preparing your request will follow under separate cover. These will be substantially the same forms as were used for the current fiscal year (see form attached to Appendix 13).



By advising you of these deadlines now we are hopeful that you will have sufficient time to thoroughly plan your program for 1978-79. They will also permit us to review requests and advise associations of the support they can expect from the Branch by the beginning of the new fiscal year (DNHW, 1977p).

Appendices 14,15,16,17,18,19, and 21 show the allocations to all national private and shared sector organizations to the end of 1979 that follow this funding process.. The NSGBs receiving the greatest share of the allocations from 1962 to 1979 are listed in Table 5-4.

The grants process to shared sector organization does not follow the process described above. Generally speaking the Minister of State, ADM and Financial personnel of the Branch are closely involved in reviewing the budget submissions of organizations such as the National Sport and Recreation Centre (NSRC), Coaching Association of Canada (CAC), PARTICIPaction and Hockey Canada (Appendix 20). Funding for special projects, is provided in block grant form and not program by program like the NSGBs (Glynn ,1977; Kisby,1977; Lefaive,1977 and Makosky,1979).

Funding to temporary and other organizations such as the Canada Games follows a similiar pattern (Appendix 22). Many of these allocations are channelled through the provinces and/or directly to municipalities.

Allocations to the Provinces and Municipalities. Although the 60/40 Federal-Provincial Agreements were terminated in 1970 the Federal Government continued to fund some





TABLE 5-4

National Sports Governing Bodies Receiving the Greatest  
Share of the Allocations from the Fitness and Amateur Sport  
Program from  
1962 to 1979

(Figures taken from Appendix 14)

<u>Sports Governing Body</u>	<u>Total 1962-1979</u>
1. Skiing	\$ 4,800,980
2. Swimming	2,900,503
3. Track and Field	2,763,404
4. Yachting	2,128,568
5. Gymnastics	2,104,018
6. Ice-Hockey (CAHA)	2,029,043 <sup>A</sup>
7. Volleyball	2,024,889
8. Basketball	1,996,770
9. Wrestling	1,658,550
10. Figure Skating	1,492,692
11. Rowing	1,467,040
12. Soccer	1,461,656
13. Badminton	1,401,612
14. Canoe	1,360,683
15. Softball	1,254,806
16. Cycling	1,248,898
17. Shooting	1,217,684
18. Speed Skating	1,114,385
19. Waterpolo	1,088,691
20. Baseball	968,859

A. The Branch provided another \$1,740,378 for ice-hockey through the Government created organization Hockey Canada. The total for ice-hockey programs is \$3,769,421 from 1962 to 1979 (see Appendix 20).



provinces in the form of block agents (Auger,1977b; Barsona, 1977; Bayer,1977; Clarke,1977; Ganske,1977; Johnson,1977; McLenahan,1977; Thorsen,1977). The "Atlantic Bloc" particularly was to receive funding for a few years (Bayer,1977). The four Atlantic Provinces would meet and submit their requests as a group (Bayer, 1977; Johnston,1977; McLenahan,1977). These loose arrangements continued to the end of the 1976 (see Appendix 25).

Grants to the municipalities took two basic forms. They would be channelled through temporary and other organizations for specific events such as the Olympics, conferences, award schemes, the Commonwealth and the Canada Games (Appendices 22,34). The provinces also had close involvement in deliberations concerning these appropriations. As well some grants up to 1976 were given directly to municipalities after each respective city made a presentation to the Branch (see Appendix 26). It appears that many of these grants were provided to certain cities because of pressure from high powered Cabinet Ministers or Members of Parliament (Dion, 1977). Other funds were provided to cities through Loto Canada funding for national and international events and educational institutions (Appendix 34 and Table 5-5). Contributions from Branch funds to universities and colleges to the end of 1979 are shown in Appendix 21.

Other Developments. Aside from the recommendations to amend the Act to increase funding for the FAS program the Task



TABLE 5-5

LOTO CANADA FUNDS ALLOCATED TO  
THE FITNESS AND AMATEUR SPORT PROGRAM<sup>1</sup>

1977-1979

<u>Year</u>	<u>Sport Canada</u>	<u>Fitness and Recreation Canada</u>	<u>Total</u>
1977 <sup>2</sup>	General	CPHA	\$ 3,544,200
1978	Game Plan		
		\$ 250,000	
1979	General	CPHA	
	CIAU	Univ. of Toronto	200,000
	Simon Fraser Univ.	Wheelchair Sports	87,247
	'79 Canada Games	Blind Sports	73,850
	'81 Canada Games	YMCAs	5,000
		CAHPER	17,900 <sup>4</sup>
			60,000
	TOTALS	\$ 693,997	\$ 6,389,362

## Notes:

- Vote 40 beginning in the 1977-78 Public Accounts states: Contribution and authority to make payments to the National Lottery Revenue Fund and to charge said payments to the National Lottery Account, for the purpose of physical fitness, amateur sport and recreation programs in accordance with the terms and conditions prescribed by order of the Governor in Council, the aggregate of said payments and payments made pursuant to paragraph (d) of Treasury Board vote L27a Appropriation Act No. 4, 1976, not to exceed at any time 5% of the aggregate of the accounts credited to the National Lottery Account.
- Loto Canada was also used to ensure that the Commonwealth Games would not have a deficit. The Honourable Marc Lalonde, Minister of National Health and Welfare, "indicated that the XI Commonwealth Games Foundation will participate in the revenues of Loto Canada. Mr. Lalonde guaranteed any reasonable deficit of the Foundation up to \$5.2 million" (Commonwealth Games, The XI, 1979:3).
- The estimates for the use of these funds were CAC - \$750,000; T.V. and Radio promotion - \$900,000; Game Plan promotion - \$300,000; Deferred NSGBs and other projects - \$790,000 (DNHW, 1978b).
- Allocated through Program Contributions Operations Division of the Administration and Program Services Directorate in the FASB





Force made three other significant recommendations. These are:

1. the Government amend Section 62 of the Income Tax Act to permit the deduction of donations made by corporations and individuals for the furtherance of sport;
2. within the in depth study we proposed later regarding SPORT CANADA, that full consideration be given to every means of financing sport including the matters of a sport tax and a sports lottery.
3. that the Government appoint a Committee to examine constitutions, by-laws and audit procedures of sports organizations with the objective of specifying minimum standards of operation in order to qualify for both government grants and income tax deductibility for donations (DNHW, 1969b,65,84).

1. Amendment of the Income Tax Act. The internal FASB document in response to the Task Force's recommendations states that the rise in the expenditure ceiling to \$6.2 million depended on two other items:

tax exemptions for sport, (enabling sport organizations to generate more of their funds requirements from private sources and the establishment of the federal needs in the promotion of mass participation in sports and recreation (DNHW, 1969c:3)

Laframboises' study, subsequent studies of the NAC<sup>80</sup> and the success of Sports Participation Canada (PARTICIPAction) established the federal needs in the promotion of mass participation.

Munro, in his Proposed Policy and in the Sport

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<sup>80</sup> The 10 Year Master Plan followed, in 1972 rationalizing the increase to \$20 million over three years beginning in 1973.



Canada-Recreation Canada speech informed the Sport community that his officials were working on the amendment to the Income Tax Act (DNHW, 1970a:44-45; Munro, 1971c:12). In 1971 the Minister of Finance proposed this in his "White Paper on Finances" and on October 25, 1971, Bill C- 259 was approved in the House which officially amended the Income Tax Act as recommended by the Task Force (Commons Debates, 1971b; Munro, 1971c:12).

2. A Sports Lottery. The reaction of the Branch to a sports lottery was perceived as falling within the roles of the "yet to be" structured non-profit Sports Canada Corporation (DNHW, 1969c:7). Also, neither the Proposed Sports Policy nor the Sport Canada - Recreation Canada speech emphasized the lottery recommendation. However, Munro received a favourable response to the idea when he tabled the Task Force Report in 1969 (Commons Debates, 1969e). Nothing immediately occurred.

In 1971 the Canadian Amateur Sports Federation established a National Lottery for Amateur Sport Committee (CASF, 1971p:11,14). The idea however, did not really "grab" anyone until Montreal Mayor Jean Drapeau suggested a National Lottery to assist with the financing of the 1976 Olympics (Pound, 1977; Wright 1977).

During the 1973 to 1976 period there were numerous questions and responses concerning the Olympics, and the



Lottery, in the House of Commons.<sup>81</sup> With the increasing problems facing the '76 Games and the philosophy of Trudeau not to commit federal public funds to the "extravagance", Parliament sought ways and means to help the Games, especially after a great deal of pressure from Drapeau. The outcome of this was that the Government agreed to create "An Act Respecting the 1976 Olympic Games" on July 27, 1973 (Commons Debates, 1973g; 1973h; 1973i). This Act is reproduced as Appendix 3-4. In 1975 the "Olympic Act" was amended to enhance the '73 Act. This "Amended Act" is presented as Appendix 3-5.

In 1974 the SFC passed a resolution that the Olympic Lottery continue after 1976 and that the Federation become the agent. This proposal was presented in a Brief to the Minister, Marc Lalonde. He in turn suggested that the Brief be presented to the other members of the Cabinet and his provincial counterparts (SFC, 1974p:11, 22). Subsequently Barnard and Associates were hired to carry out a study to determine the needs of sport and to establish in what direction sport was headed in Canada. Mechanisms of distribution and the type of policies that should be established to set up the lottery were also considered (SFC, 1974p:11).

Some concerns were raised that it must be made

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81 This author has listed thirty-two references in the Commons Debates relating specifically to the Olympics. There are many more.





". . . clear that any money received should not replace funds normally assigned by Governments for sport and recreation (SFC, 1973p:11). In a news release which took this concern into consideration it was stated that

the SFC and the COA stuck a Brief urging the federal government to take steps in establishing an on-going national lottery as a regular means of financing sport and recreation in the country . . . Disbursements of funds to be made by a Council drawn from the membership of the SFC. . . (with the) arm length agency to administer the lottery (to be) a crown corporation (SFC, 1975p:43).

However, because of the overwhelming Olympic debut the Olympic Lottery was continued following the Montreal Games without any consideration being given to the Sports Federation.

After the Montreal Games, Bill C-424 was passed which allowed for the continuation of the lottery beyond 1976 (Commons Debates, 1976a). The Corporation is specified in the Public Accounts (1977:111) as follows:

Objective of the Corporation: Loto Canada Inc. was established as a Crown Corporation under the provisions of Vote L27a, Appropriation ct No. 4, 1976 and was incorporated under the provisions of the Canada Business Corporations Act on June 7, 1976. The Corporation's objectives is to conduct and manage a national lottery in accordance with the National Lottery Regulations. The new revenues of the Corporation are required to be paid over to the Receiver General for Canada to be credited to a National Lottery Account and distributed as follows:

82.5% - to assist in the financing of the deficit of the 1976 Olympic Games and to assist in the financing of the 1978 Commonwealth Games;

12.5% - to the provinces, in proportion to the number of lottery tickets sold in each province;



5.0% - for the purpose of physical fitness, amateur sport and recreation programs.

As a result of this objective the Fitness and Amateur Sport program received additional funding beyond 1976. Table 5-5 specifies the funds allocated during the 1977-1979 period. After much controversy, LOTO CANADA was phased out in 1980 being handed over to the provinces by the short-lived Conservative Government.

On September 25, 1979 the federal government officially transferred the jurisdiction of LOTO CANADA to the provinces. Under the terms of the agreement the provinces remit \$24 million annually to the federal government (Minister of State, FAS, 1979). To abolish LOTO CANADA was a promise the Conservatives made during the 1979 election campaign in an attempt to seek improved federal-provincial relations. People involved in sport and fitness at the federal level reacted bitterly to this decision mounting one of the biggest lobbies ever attempted by sport. The debate ensued when sports people realized they could have collectively received as much as \$100 million annually (Pugliese, 1979).<sup>82</sup> This decision is viewed as having a significant effect especially when considering the

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82 The lobby was spearheaded by Mr. Hugh Glynn, President of the National Sport and Recreation Centre, a Government funded agency, and Mr. Keith Nesbitt, Executive Director of the Canadian Weightlifting Federation. Hundreds of articles appeared in the papers across Canada between July and November, 1979. For example see Editorial, 1979b; MacCabe, 1979a; 1979b; also see Glynn, 1979.



program is being cutback as shown in Appendices 27, 28 and 29. The controversy surrounding control over lotteries between the federal and provincial governments was resurrected when the Liberals came back into power in 1980. This conflict is unresolved insofar as the federal government is concerned and was brewing again at the time of this writing.

3. Financial Accountability. The granting process up to the end of 1969 had serious problems as noted in the Task Force Report. The slowness of the processing grants procedure by the NAC came under severe criticism at the CASF meetings (CASF, 1964-1969 Proceedings). The result of the above Task Force recommendation was that the grants procedure was taken from the NAC and turned over to the Directorate as described above.

However, the problems did not subside and the sports associations continued to complain about the lateness of payments and the lack of knowing where they stood financially (SFC, 1973p:24). On the other side of the argument the Government was concerned about the capabilities of the sports organizations to manage their affairs. These concerns were fundamental in the decision to elevate the Directorate to a Branch with an ADM as head and to re-structure it to better manage the NSGB accounts.

With the appointment of Bob Giroux as Assistant Deputy Minister in 1973 came the era of "Administration" as described by Westland (1976). Giroux's task was to bring





in procedures, systems and a structure to make the Branch run more effectively and efficiently (Dion, 1977; Westland, 1977b). Many organizations were found to be in arrears in accounting for public funds created by increased turnovers in Executive Director positions from 1974-1975.

When Giroux left and was replaced by Paul Woodstock the procedures put in place were carried out. However, when Peter Lesaux became ADM in 1977 accountability by NSGBs really came into question. Under Lesaux the Program Operations and Administration Directorate was upgraded in its staffing and Bill Delbridge was brought in as its new Director when Louis Huneault resigned. Delbridge's task was to bring all outstanding accounting up-to-date.

Pressure was brought to bear on delinquent sports and recreation associations when the Deputy Minister Bruce Rawson, circulated the following letter to them on January 25, 1977.

The letter states:

April 1, 1977 will mark the beginning of a new financial year. It is also an ideal time to assess our past accomplishments (and failures) as well as our future aspirations and plans.

Accomplishments in the areas of Sport and Recreation have been very gratifying. One need only look at the successes enjoyed by Canadians in the recent Olympics and the increased awareness of all Canadians of the value of fitness. For the future, we look to even greater accomplishments and developments.

One of the several factors contributing to past successes and, of course, necessary for future progress has been the Federal Government's program of financial contributions. The Fitness and Amateur Sport Branch has served as the vehicle to assist a multitude of organizations to achieve their aims



and objectives.

A good many organizations with whom we have had the pleasure of working over these years have fulfilled, in a generally prompt and effective manner, the terms and conditions governing their acceptance of financial contributions. There remains, however, a group of organizations who, for any one of a variety of reasons, remain delinquent in their accountability for funds.

If we are to continue to enjoy the support of Government and Canadians generally, in our endeavours, we must be able to show that all organizations, regardless of size or scope, continue to utilize public funds in an effective manner and account promptly and adequately for the use of such funds.

The organizations who remain delinquent in accounting for public funding of projects will again be contacted in the very near future. We will seek to assist them in overcoming their difficulties by extending personal advice, technical assistance, rescheduling of project reports, etc. To reiterate, the Fitness and Amateur Sport Branch is ready and willing to assist in any and all difficulties that may heretofore have arisen.

In summary then, if we are to continue to secure authority for the provision of assistance in a climate of general support, we must be able to show that we are distributing, expending and accounting for public moneys in a wise and effective manner, which of course implies compliance with sound business practices. Otherwise, it will be difficult, if not impossible, to explain why we should continue to provide financial support to organizations who have failed to hold up their end of formal agreements under which they accepted funds.

I am forwarding this letter to each sport and recreation organization with which we are associated in our assistance program, in order that we might all be aware of the pressures and difficulties that are being generated through the indifference or negligence of some of our colleagues. As stated previously, I hope we will be able to overcome these problem areas through a cooperative and effective working relationship with all of our associates (DNHW, 1977k).





As a follow-up to the Deputy Minister's letter the Assistant Deputy Minister, Peter Lesaux, sent the following to those organizations with outstanding accounts. He states:

Following the Deputy Minister's letter to sport and recreationa associations, dated January 25, 1977, we have now reviewed the extent to which an accounting has been made for contributions extended to your organization by this Branch. In this regard, we are attaching a schedule which indicates dates and amounts of contributions for certain projects in your area, for which we have not yet received the necessary documentation and reports.

As indicated in the January 25th letter, our aim is not only to ensure that the recipients of our contributions meet the formal terms and conditions governing the expenditure of public funds but, equally important, to extend every possible assistance in their maintenance of internal controls, accounting records, preparation of financial statements, and the like.

With these objectives in mind, and on the assumption we do not hear from you to the contrary, we are making arrangements for a qualified accountant to pay a vist to your office in the near future in order to make available to you any assistance you may require, as well as to examine your accounting records and financial statements for the above projects together with supporting vouchers and other pertinent documents. Our representative will soon be in touch with you by telephone to arrange a mutually convenient appointment. In the meantime, we would appreciate it if you would ensure your accounting and related records are available for examination.

We have every confidence this visit by our representative to your office will prove beneficial to you and your staff in bringing your association's accountability for funds received in the past on to a current basis. Having attained an up- to-date accounting for outstanding contributions, it is hoped we may work toward submitting future reports on schedule.

Incidentally, a copy of this letter is being sent to the person in your organization, as indicated





below, with whom we normally deal on financial matters (DNHW, 1977g).

These reviews and controversies surrounding the allocative process were considerable to the end of 1978 (see McCabe, 1978a; McCabe, 1978b; McCabe, 1978c; Sokol, 1978). However, a great deal of hiring has taken place and if anything the Branch is top heavy in administrative people. Although no introspection of the Program Operations and Administration Directorate was undertaken one has to question why so many people are required to manage only \$30-\$40 million (Figure 5-14). When consideration is given to the fact that the National Sport and Recreation Centre (NSRC) has a computer and a bookkeeping service, the Branch has a computer, all the associations resident within the Centre have Executive Directors, with some having bookkeepers, and with everyone listed in Figure 5-13 and 5-14 it appears that the money is being well looked after. Although this study did not review this aspect of the program closely it appears that an in-depth management study should be carried out to review why the government's granting procedures require so many person years.

Program and Positional Outputs: 1970-1979. Many of the outputs that were created as consequence of the Task Force Report have been discussed previously. Some examples of program outputs since 1969 are tabulated in Figure 5-18. Many of the arms-length,



Figure 5-18

EXAMPLES OF PROGRAM ACTIVITY STRUCTURE OUTPUTS OF THE  
FITNESS AND AMATEUR SPORT ACT AS A CONSEQUENCE OF THE  
REPORT OF THE TASK FORCE ON SPORTS FOR CANADIANS<sup>1</sup>  
1970-1979

Program Description	Recommendations of Task Force	Related Outputs of Task Force (Refer to Appendices 15, 16, 17, 20, 21, 22 for Government Contributions to Organizations named below)
1. Promotion and Communications		
a) Publicity	<ol style="list-style-type: none"> <li>1. That the Government Institute a strong and concerted programme of public information designed to make the public aware of the value and depth of Canadian sports development.</li> <li>2. That the National Advisory Council on Fitness and Recreation take an active part with the Directorate of Fitness and Amateur Sport in furthering a programme of public education on the importance and value of fitness</li> <li>3. That the programme of public education in fitness take cognizance of the important programme carried out by President Kennedy's Fitness Council in the United States (DNHW,1969b:82)</li> </ol>	<ol style="list-style-type: none"> <li>1. a) Cross-Canada Sports Demonstration b) Sport demonstrations and exhibitions c) Sports Caravan d) Sports information division of Sport Canada e) Game Plan instituted (Munro,1971b; See Appendix 13 and 27; Game Plan now part of NSRC)</li> <li>2. a) Ten Year Study (Beaubien,1972) b) Numerous studies by Peter Barnard Associates; Balmer &amp; Crapps, etc., and Council members (e.g. Ann Hall's motivating Canadians to become physically active (see NAC Minutes, 1970-1979). c) Canada Games Review</li> <li>3. PARTICIPAction - key shared sector "fitness" organization whose name in Canada is second only in awareness to MacDonald's (established 1971) See Kisby (1979a;1979b;1973)</li> </ol>
b) Education	<ol style="list-style-type: none"> <li>1. That the Government use its influence where possible to encourage the expansion and vitalization of the role of sport in the physical education curriculum at all levels of educational systems in Canada;</li> <li>2. That Government should establish a corps of outstanding athletes and coaches as resource people available to the various provincial departments of education and regional school systems, as well as to recognized sports bodies outside education (DNHW,1969b:83)</li> </ol>	<ol style="list-style-type: none"> <li>1. a) Minister speeches b) Grants to CAHPER c) Sports demonstrations d) Cross Canada Sports Demonstrations e) Sport starter library f) Summer job corps g) CAC apprenticeship programs h) CAC scholarships i) Sports Information Resource Centre (SIRC) of the CAC j) Coaching manuals, technical manuals, etc., coordinated by the CAC k) Audio visual materials developed and coordinated by CAC</li> <li>2. a) National team coaches b) Technical Directors c) National team members The school systems across Canada have not been too receptive to either recommendation. Sport is now more central to many physical education degree programs.</li> </ol>
2. Resources Development (see Appendices 30,33)		
a) Physical Education and Recreation Leadership		See Education above
b) Sport Leadership	<p>A. Coaching</p> <ol style="list-style-type: none"> <li>1. The Government provide assistance to organize and develop a National Coaches Association;</li> <li>2. The Government provide grants to establish a series of travelling clinics involving outstanding coaches and athletes;</li> <li>3. The Government provide grants to employ professional coaches in a broad variety of sports.</li> </ol>	<ol style="list-style-type: none"> <li>1-2. Canadian Coaching Association (CAC) (established 1970) (DNHW,1970a) Highly successful shared sector organization, considered technical arm of national level sports. <ul style="list-style-type: none"> <li>- Technical Director development</li> <li>- National Coaching Certification Program for most NSGBs and in cooperation with the provincial governments</li> <li>- University training</li> <li>- Development of Sports Information Resource Centre</li> </ul> </li> <li>2-3. NSGBs employ national team coaches, run clinics across Canada in cooperation with and independently of CAD</li> </ol>





3. Assistance to employ coaches given by all levels of government (apprenticeship programs) and by private corporations, e.g. O'Keefe hires and seconds to NSGB (e.g. Basketball)

#### B. Hockey

1. We recommend and end to payments from the National Hockey League to the Canadian Amateur Hockey Association specifically to meet administrative expenditures and a continuation and increase in the sums paid to the Canadian Amateur Hockey Association for player talent.
2. The Task Force recommends the plan of reorganization to the Canadian Amateur Hockey Association as outlined in the Report on Amateur Hockey in Canada by the Study Committee of the Fitness and Amateur Sport Council.
3. The Task Force recommends that the Federal Government assist with the administrative costs and that any grant made be contingent on a satisfactory re-structuring of the Canadian Amateur Hockey Association
1. Implemented but problems still exist between professional hockey and junior hockey (see related newspaper articles in Bibliography). Professional sport should do more for all levels of amateur sport
2. Some measures taken, CAHA now has a paid President (not as a result of study). Further study seems required.
3. Implemented, CAHA firmly entrenched as Canada's hockey development body.

#### c) Administrative Support (see Appendix 31)

That the current programme of grants to sports governing bodies to assist them with administrative problems be significantly increased; and should this require revision of current grants criteria, such revision be undertaken immediately (DNHW, 1969b:83)

1. Implemented. See Appendix 13
2. Also noted in Task Force and Proposed Policy (DNHW, 1969b:58-59, 1970a:31) was creation of an Administrative Centre for sport, now called the National Sport and Recreation Centre. A very important and central shared sector organization which now houses over 60 sport and recreation organizations in Ottawa. Now incorporates Games Plan office; Audio-visual service; computer service; bookkeeping service to resident bodies and other non-resident associations. Appendix 9 shows 44 private sector organizations that are residents. Game Plan, the CAC, SFC, CAHPR, CPRA, COA, CCSPD, SMCC, An office of the YMCA National Council, Hockey Canada and Youth Hostels are also residents of the Centre.

#### d) Facilities (see Appendices 34-35)

1. That the Government initiate discussions with provincial and municipal authorities to explore ways and means of increasing the use of facilities under their control and that it investigate the possibility of making more fully available those facilities under Federal jurisdiction, such as those on armed forces bases.
2. That a comprehensive inventory of existing public and private facilities be undertaken, and that this inventory should be kept up to date, once completed.
3. That the Government address itself to the problem of new facilities by means of the following programme:
  - a) a comprehensive plan of development should be worked out through consultations between the various levels of government;
  - b) such a plan should be prepared on the assumption that it will meet the growing needs of Canadians over a long period of time;
1. Not totally carried out. Some provinces have developed training centres. National Training and regional centres are proposed in Government's new Sport Policy (Campagnolo, 1979b). Loosely organized federal-provincial committees established over years to discuss these possibilities. Further study required. One of the purposes of regional offices, by federal government which have not been successful.
2. Inventory conducted between 1973 and 1976 (see DNHW Annual Report), Provinces reacted negatively, inventory has not been kept up-to-date for this reason. Provinces keep up-to-date information on their facilities.
3. a) on-going communications. No such plan was identified in this study.  
b) same as a)  
c) implemented. This has been accomplished through grants to universities, professional sport facilities (astro-turf policy; NHL Hockey areas; direct grants to municipalities. The major program is through the Canada Games (see Appendices 20, 21, 22, 26)





- c) tax money, on a shared basis should be used to develop adequate athletic facilities across Canada;
- d) the Government should establish major regional sports centres, such centres to meet international competitive standards;
- e) the Canada Games should be used as the basis for the development of sports facilities across country;
- f) the Government should hold out financial incentives to encourage the upgrading of existing facilities;
- g) an Advisory Board should be established by the Government to provide advice and assistance to municipalities with respect to minimum standards, methods of construction, financing and management of sports facilities (DNHW, 1969b:82)

- 4. Further, we recommend that the government provide tangible assistance to host cities in their bid to bring the Olympic Games, the Pan-American and British Commonwealth Games to Canada; this to be available in terms worked out by a government policy paper or statement (DNHW)

- d) such quality facilities exist in Canada at local, regional and provincial levels. Such centres as recommended are not developed but are proposed in Government's new policy (Campagnolo, 1979b).
- e) current policy of Government (see Appendix 22)
- f) implemented on a laissez-faire basis, some provinces have legislation for the development of sports/community centre facilities
- g) not established in Fitness and Amateur Sport Branch. May exist in Canadian Mortgage and Housing Corporation. Further study required.

- 4. Implemented. This centers primarily around the high cost of facilities the procedures and specifics related to costs are included in Canada's Hosting Policy (DNHW, 1978c)

### 3. Training (see Appendices 30, 36)

#### a) Participants

We recommend that the Government establish a national system of awards to encourage Canadians to aim for specific standards of fitness and athletic levels; that part of the system focus on suitable recognition of our outstanding athletes; and that this system be supplemented by a programme of the Directorate designed to make the story of Canada's sport development and her athletes well known.

- Canada Fitness Awards  
Established in 1970 as an outgrowth of CAHPER Fitness Performance Research and Centennial Athletic Awards Program.
- Canada's outstanding athletes are becoming better publicized through the efforts of Game Plan, Athlete of the Year Awards presented by Sports Federation of Canada.
- Sports Historian hired in Sport Canada in 1972-73. This position no longer exists.

#### b) Athletes

##### General

- 1. a system of identification of outstanding young athletes through the National Coaches Association be established:
- 2. the Government retain a corps of outstanding athletes and coaches as resource people to be made available as requested (DNHW, 1969b:81)
- 3. that the Government provide the Directorate of Fitness and Amateur Sport with sufficient funds to give bursaries to outstanding athletes in a programme comparable to that of the Canada Council for outstanding musicians and painters (DNHW, 1969b:83)
- 4. We recommend the following definitions as suitable to Canada for the purposes of federal legislation:
  - a) "an amateur athlete is one who pursues excellence in sport, observing the rules of competition and with a feeling of good sportsmanship for his competitors, regardless of race or creed"

- 1. accomplished through CAC and Game Plan
- 2. such a corps established for cross-Canada sports tour in 1970-71. Hiring of athletes occurred in Branch beginning in 1969 (DNHW, 1969c). These resources are now gained through national teams. Some persons with successful sports backgrounds hired in FASD but no longer an important criteria.
- 3. implemented, see Appendix 13. Game Plan and Assistance Program through COA carried out in period prior to 1976 Olympics. Several provinces have similar programs for provincial level athletes.
- 4. stated here because in the Report the Task Force suggest that bursaries and grants-in-aid would be consistent with 4a. These definitions are currently those used by the Government.



Competition  
(see Appendix 37)

a) Developmental

- b) "a professional is an athlete who may fit all the requisites of the definition of an amateur athlete but who pursues sports as his prime source of livelihood (DNHW, 1969b:79)

Hockey

1. The Task Force recommends that if a hockey player wishes to obtain a college education, he should be permitted to do so and that he should not be eligible for draft if he has entered a recognized degree granting university, until the expiration of his graduation year. If he drops out of college, then he should be treated in the same manner as when he entered and would be eligible for draft in the following season.
2. We commend to the attention of the Canadian Amateur Hockey Association, and we recommend to the Government, insofar as it has an influence on Canadian Amateur Hockey Association, that no player playing amateur hockey who is enrolled at school or university should be transferred during the school year from one area or one club to another, without the written consent of the player and his parents

See Facilities (e) above

As a result of the highly successful "Canada Games", provinces have established provincial and regional games following the Canada Games model.

b) Excellence

General

1. The Government institute a series of exchanges between Canada and other nations whereby our coaches could travel abroad to study the latest techniques and could bring foreign coaches here to inform and inspire our coaches and athletes (DNHW)

1. Implemented. Canada currently has a fairly good number of sport exchange programs for national senior and junior teams. The CAC, CAHA and a few other NSGBs have brought in a number of foreign coaches for seminars, etc. Many of Canada's first national coaches hired through the defunct O'Keefe's Sport Foundation were foreign. Except for a few very notable exceptions this was not as successful as envisioned. The CAC now has a coaching apprenticeship program to develop CANADIAN coaches.

2. We recommend to the Government that it follows this policy on national teams:
  - a) where possible that the concept of a Canadian National Team in being be implemented;
  - b) that the government should retain the right to certify a team competing in international competition as Canada's national team, with this right vested in the governing body which holds international affiliation in the particular sport;
  - c) the government should provide every assistance possible through the facilities and expertise of such departments as External Affairs, Industry, Trade and Commerce, National Revenue and National Health and Welfare to ensure that the teams which enter international competition are worthy representatives and well-prepared and advised.

- 2
  - a) Implemented. Most Olympic Sports have National Teams.
  - b) Implemented.
  - c) Implemented. For example, teams cannot travel effectively without External Affairs assistance.





## Olympics

We recommend that the Government use its considerable influence with the Canadian Olympic Association to encourage it to alter its constitution to provide:

1. payment of all travel and accommodation expenses to enable members of the Board of Directors and the Executive Committee to attend regular and special meetings.
  2. We commend to the COA the launching of a strong public information programme about its work. We recommend that it be required to consult with the Federal Government prior to the naming of Canadian sites for future Games bids.
  3. an adequate representation of Olympic athletes on the board of directors, the executive committee and working committees (DNHW,1969b:86)
1. Implemented for COA and all NSGBs. See Appendix 13.
  2. -Implemented publicity program in cooperation with commercial enterprises and government. Olympic Trust made up of many corporate bodies and has the potential of raising \$10-\$20 million between Olympiads. Egs. of other specific sponsors of programs are Coca-Cola, Royal Bank of Canada - Junior Olympics, Air Canada, etc.  
-Committee at federal level is established when determining bids for Canada. See Canadian Hosting Policy (DNHW,1978c)
  3. Implemented. Athletes and former athletes comprise Canadian Olympic Club. International calibre athletes have formed own organization closely related to COA and have their meetings with COA Board.

## Hockey

We recommend that a non-profit organization, to be known as HOCKEY CANADA, be established for the purpose of managing and financing the National Hockey Teams of Canada. (In conjunction with this recommendation the Task Force made 6 more recommendations as to structure and funding of Hockey Canada. As well it made 3 recommendations concerning NHL Players' contracts - see Task Force Report)

Implemented. Further study required.

## 5. Program Planning and Management (see Appendix 38)

### a) Planning, Evaluation and Research

1. We recommend that the Government initiate a thorough review of research grants and fellowship programmes and prepare a new programme for this area based upon these findings.
  2. We recommend that our request for a Conference and for government assistance to get a Canadian Sports Medicine Association underway in 1969 agreed upon, and implemented.
1. a) Review carried out (DNHW,1969f; DNHW, 1970c). Moratorium on Research declared.  
b) Planning, evaluation and Research Directorate (PRED) established to develop new programs (Lalonde,1974b)  
c) New Research Program initiated in 1976 by PRED (see DNHW,1976f)  
d) Research Program terminated 1977-78  
e) PRED disbanded 1979. Planning efforts ineffective  
f) Bridging the GAP Program in Research part of Coaching Association of Canada  
g) Some applied research grants and contributions awarded  
h) Large scale project initiated by Fitness Canada; e.g. Cross-Canada Fitness Survey
  2. a) Creation of Canadian Academy of Sports Medicine (CASM) initiated in Proposed Sports Policy, 1970  
b) CASM viewed as not that applied or effective  
c) Sport science bodies not communicating that well. Lack of relevance perceived by federal government of funded research to sport (Glynn,1977)  
d) Creation of Sport Medicine Council of Canada, September 1978. Council comprised of 2 representatives each from CASM; Canadian Assn. of Sports Sciences (CASS); Cdn. Athletic Therapists Assn. (CATA); Sports Medicine Div. of Cdn. Physiotherapy Assn. (SMD/CPA) and NSGBs and the Cdn. Olympic Assn. (COA) are users of medical and paramedical services of the Council (SMCC,Jan.1979).

Sources: Annual Report, Fitness and Amateur Sport 1970-1979, Task Force Report, DNHW,1969b:77-86; refer Appendices 13-27.

1 See Appendices 27 to 29, 32, 39





shared sector, organizations referred to above such as the NSRC, Hockey Canada, Coaching Association of Canada and PARTICIPaction are products of the Task Force and have become vital enablers in the Canadian Sport Delivery System.<sup>83</sup>

One of the results of the developments and activity from 1969 to 1976 was the creation of the Minister of State for FAS. As previously described the mandate of the new Minister in Prime Minister Trudeau's view was specific:

to examine ways to consolidate, and hence make more effective, the chief elements of sport and recreation in Canada (Campagnolo, 1979b:8)

The policy outputs of the Ministry were formulated and then presented in the White Paper - Partners in Pursuit of Excellence.

The program outputs of the 1970 period had a significant impact on the Canadian sport delivery system (Figure 5-19). Following is a discussion of the implications the new policy may have on the FAS program and the sport

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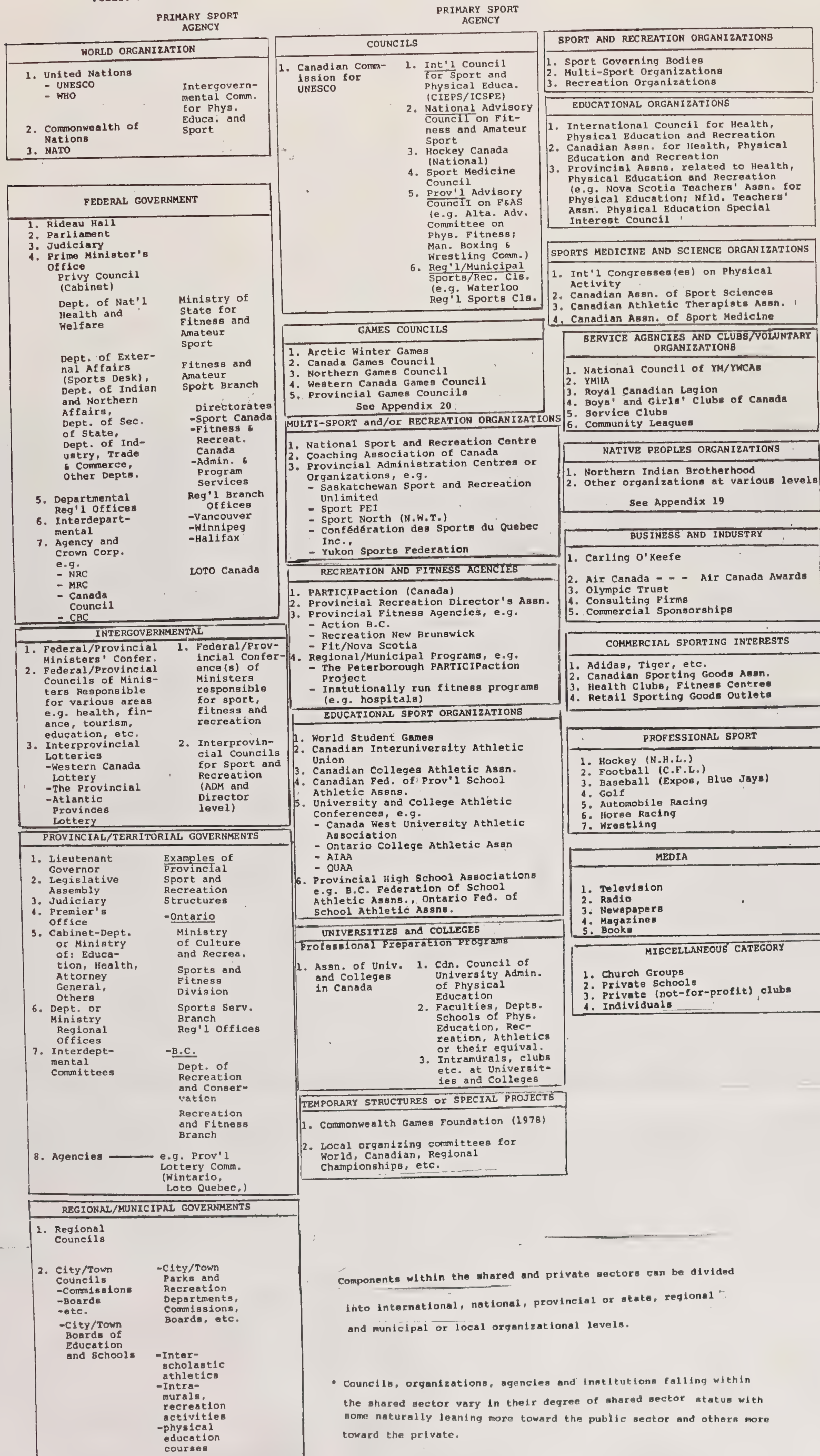
83 In the introduction to the Program Outputs section in Chapter Four it was mentioned that Appendices 14 to 18, 20 to 22, 25 and 26 list the allocative outputs to the related organizations who carry out programs. Appendix 30 shows the expenditures under each program area as a percentage of the total program costs since the passage of the FAS Act.



Figure 5-19

DIAGRAM OF THE SECTORS AND COMPONENTS COMPRISING THE SPORT SYSTEM: RELATED TO CANADA - Circa 1979

PUBLIC SECTOR      SHARED SECTOR\*      PRIVATE SECTOR



Components within the shared and private sectors can be divided into international, national, provincial or state, regional and municipal or local organizational levels.

\* Councils, organizations, agencies and institutions falling within the shared sector vary in their degree of shared sector status with some naturally leaning more toward the public sector and others more toward the private.





delivery system in Canada.<sup>84</sup>

Implications of the National Policy on Amateur Sport. In 1976 when the Honourable Iona Campagnolo was appointed Canada's first Minister of State for Fitness and Amateur Sport, the emphasis continued to be on the sport aspect of the FAS program. Her position clearly stated in the White Paper - Partners in Pursuit of Excellence is that high performance competitive sport as defined in this study should receive the major priority in the future. Since her tenure ended the position of the two Ministers who succeeded her and the consequent allocative and positional outputs of the FAS program indicate that attention to sport excellence at the national and international levels by Canadians will continue to be the major goal of Canada's Federal Government. The major reason why the federal government is able to embark upon a sport excellence course is because the fitness and recreation issues have become the priority concern and many believe the jurisdictional prerogative, of the provincial, regional and local governments.

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84 The events leading up to the final White Paper are discussed under Objectives. Many of the program outputs from 1970 to 1979 are summarized in Figure 5- 18. Major developments such as the formation of the arms-length organizations, further development of the Canada Games, etc. are subjects for detailed review and study in their own right. The purpose of this section is to indicate what the future trends may be insofar as the encouragement, promotion and development of FAS in Canada are concerned.





The policies that provide the foundation for the FASA all grew out of the period stretching from 1908 to 1961. By 1961, private sector organizations involved in sport and fitness grew to the extent whereby they were considered to be a primary mechanism within the total Canadian sport delivery system. The Government recognized this fact and believed that sport and fitness pursuits were best left to these organizations. However, the government maintained it had a legitimate role in assisting the organizations to help themselves. This "self-help" principle was the mainstay policy of the FAS program since its inception to 1969.

However, since the Report of the Task Force in 1969 and the White Paper, Partners in Pursuit of Excellence - A National Policy on Amateur Sport finalized in 1979 there has been a quiet policy initiated by the Government of creating spin-off, arms-length, organizations such as the Coaching Association of Canada, National Sport and Recreation Centre, Hockey Canada and PARTICIPaction. The purpose of these shared sector organizations is to be program support agencies to private sector sport and recreation organizations.

The Fitness and Amateur Sport Branch is the primary public sector organization at the federal level involved in fitness and amateur sport. Presently the Branch is comprised of three Directorates. The Sport Canada and Fitness Canada Directorates are the program agencies of the Branch. The Administration and Program Services Directorate provides



administrative and financial record keeping support to the other two Directorates and related client organizations and associations.

The single common structural recommendation running through every government report since the Task Force Report was tabled is the concept of a new Sport Council, an idea that has been proposed since the 1940's. In the Task Force Report it was recommended that a non-profit, arms-length, corporation to be known as Sport Canada, be established to provide a focus for administration, support and growth of sport in Canada (DNHW, 1969:86). Pugliese (1970b) in a follow-up study recommended that Sport Canada be created outside of government and be comprised of administrative, financial, technical and promotional units. This idea was the thinking of primarily two men, Dan Pugliese and Lou Lefaive. However their plan was not accepted by the Honourable John Munro.

Instead the Government decided to create Sport Canada inside the Branch with its primary purpose being the allocative arm for government funds directed to private and shared sector sport organizations and related institutions. Through Munro's Proposed Sports Policy the National Sport and Recreation Centre (NSRC) was initiated, with the mandate to provide better administrative services to private and shared sector sport and recreation organizations. The Proposed Sports Policy also implemented the formation of



the Coaching Association of Canada which provides technical support to sports bodies. A communications and promotional organization was also recommended in the Sport Policy.

Although not implemented to the degree of the above organizations the Game Plan Information Office in the NSRC was created in 1975-76 to perform marketing and promotional functions for athletes and sports organizations. This latter organization was not considered a very successful venture (Lefaive, 1977).

Another related arms-length organization was created as a result of the recommendation of the National Advisory Council on Fitness and Amateur Sport (NAC). Through the leadership of Phillipe de Gaspé Beaubien, Chairman of the NAC in 1971, PARTICIPaction was created. The purpose of PARTICIPaction was to motivate people to lead physically active lifestyles through participation in sport and fitness activities.

In 1975-76 the idea of an independent Sport Council comprised of the four basic units described above re-surfaced in the Unification of Sport Report. This Report was commissioned by the NSRC when Lou Lefaive was its President. Later the Sport Council concept was advanced in Mrs. Campagnolo's Green Paper on Sport in 1977. In 1979 the concept was declared as federal government policy in the White Paper, Partners in Pursuit of Excellence. However, the new Council is proposed to be a crown





corporation of the Government instead of a non-profit shared sector organization as proposed in the Task Force Report.

The purpose of the Council is to coordinate sport program efforts. What probably will occur is that the Sport Council will become an umbrella organization to coordinate the efforts of organizations related to each of its proposed sections. Therefore, what could develop is a structure with the unit parts merging the present organizational functions and structures as shown in Figure 5-20.

What this indicates is a loosening of financial control by the government on the one hand and loss of some independence of private and shared sector organizations on the other.

The following positional outputs would result. Private sector NSGBs would remain as they are currently constituted being directed by volunteer executive committees and boards of directors. However, the national office staffs of each organization would be considered as employees of the new Council and would support and coordinate the activities of the volunteers. Fundamentally, the executive and board members would be administrative and technical advisors for sport in Canada. How other recreational, educational, business and professional sport organizations would interface with the proposed Council



FIGURE 5-20

POSSIBLE STRUCTURE OF THE PROPOSED SPORT COUNCIL  
OF CANADA - A CROWN CORPORATION

Minister of State FAS

President

Vice-President  
Administrative  
Unit

- NSRC
- SFC
- Parts of Admin.  
and Programs  
Services of FASB
- Executive Directors  
Council of NSGBs

Vice-President  
Technical  
Unit

- CAC
- Sport Canada - FASB
- COA
- SIRC
- Technical Directors  
Council of NSGBs
- Sports Medicine  
Council
  - CASS
  - CASM
  - CATA

Vice-President  
Financial  
Unit

- Parts of Admin.  
and Program  
Services of FASB
- Olympic Trust
- other financial  
foundations that  
contribute to  
sport
- Private corporations
- Lottery funds from  
the provinces

Vice-President  
Promotional  
Unit

- Broader mandate  
for PARTICIPaction
- Game Plan  
Information  
Office
- Parts of FASB



is open to conjecture.<sup>85</sup>

The FASB would disappear. Presently the Branch has become less of a leadership force at the national level. The overall coordinating leadership roles have been taken on primarily by the CAC, the NSRC and the COA - - a private sector organization. The Branch has reverted to being a reactive agent - reacting and allocating funds to shared and private sector organizations who develop plans and proposals to encourage, promote and develop sport.

The Administrative Unit would be relatively easy to create because this is what the NSRC is today. The administration for all of sport would be coordinated and advanced by this Unit. The Executive Directors of each sports organization would be considered the managers of sport and this Unit would increase their collective abilities and performance. The basic purpose of the Unit would be to improve administrative and financial accountability in sport at the national level. The Sports Federation of Canada (SFC) with the development of the new Sports Council would lose any reason for existing. The SFC presently has been relegated to one of the weakest sports organizations in

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85 Domestic developments in these areas were discussed to the end of 1969. In-depth study of these areas from 1970 to 1979 was not incorporated into the design of this study. It has been assumed that agencies and organizations in these areas were fixed, except for internal changes (e.g. change in emphasis within physical education in the schools or agencies like the YMCAs), in 1969.





Canada as it has lost the support of many of the most influential and large NSGBs. At this present time there is no sports federation in Canada capable of speaking for sport as a single entity.

The Promotional Unit could be developed easily as well. Whether PARTICIPaction would agree to be a part of this Unit is doubtful. PARTICIPaction has become the most influential and successful organization involved in the promotion of sports and fitness in Canada. It has accomplished this by focusing on the improvement of one's fitness through participation in sports and other activities. Although the creation of such an organization was criticized by people in sport during the Green Paper process in 1977, the need for such a Unit is becoming evident. The purpose of the Unit would be to coordinate marketing efforts to promote all sports. Present national efforts become watered down and hit and miss because of current low budgets or each separate sport governing body. No organization presently exists to carry out this coordinated effort. The other two Units will be more difficult to create.

The Technical Unit would require the CAC to give up some of its established power and influence. However, the present CAC would probably form the core of this new group. Sport Canada would probably be dissolved. In all likelihood the new Council would then be named "Sport Canada". The



most difficult hurdle to overcome in the creation of the new Council will be the incorporation of private sector organizations like the Canadian Olympic Association (COA). Prior to and especially since the 1976 Olympics the COA has become a stronger organization. For the Council to be successful it has to incorporate the COA on the one hand and ensure its independence on the other in accordance to the charter the COA receives from the International Olympic Committee (IOC). This new Unit would relate to Technical Directors of each NSGB in a similar manner as the CAC currently relates to the Technical Director's Council today.

The Financial Unit would comprise and coordinate all organizations and financial resources of sport in the country. All funds would similarly be disbursed through this Unit. All related organizations and units would have to agree to submit budgets for approval for each fiscal year. For the Olympic Trust of the COA to agree to be part of the new Council will be most difficult. The consequence of the Olympic Trust not joining the Council could be the creation of a new (and competing) trust fund for sport. Such a development would weaken the basic purpose of the proposed Sports Council.

#### MISCELLANEOUS FEDERAL GOVERNMENT

##### INVOLVEMENT IN SPORT

##### Governors General

As the role of the federal bureaucracy increased the





role of Governors General decreased. Today the role of the Governor General is one of ceremony only. Presently Governor General Schreyer and Her Excellency Lillian Schreyer attend many sports functions and host dinners for athletes after major sporting events. As well they attend functions to promote fitness and are themselves good examples of a physically active lifestyle.

#### Prime Ministers and Members of Parliament

The Right Honourable Pierre Elliott Trudeau except for about nine months in 1978-80 was Prime Minister of Canada since 1968. As reported in an 1979 Editorial in the Globe and Mail, Mr. Trudeau has had a keen interest in sport since boyhood. Everyone interviewed, who was closely related to the FAS program was asked: who prompted the Prime Minister to announce the formation of a Task Force in 1968? No one could answer the question. Letters to the Prime Minister's office did not receive a response. However, it is deduced that the Prime Minister has a personal sincere interest in sport and came up with the idea himself. Evidence suggests this is the case. The Prime Minister is always involved in major sporting events and initiated the creation of the Minister of FAS position. In this regard Mr. Trudeau has become the most involved Prime Minister in the history of fitness and amateur sport.

Mr. Clark on the other hand was only in office for nine months (May 22, 1979 to March 3, 1980). In the only



opportunity he had he addressed the athletes who had taken part in the Olympics on October 27, 1979 (Clark, 1979). In the speech he indicated directions of his Party. The same evening he and Mr. Paproski advocated the development of the Canadian Sport Congress that was recommended in the 1979 White Paper advanced by Mrs. Campagnolo. In 1974, however, the Progressive Conservative Party Headquarters formulated a position statement on fitness, sports and recreation (P.C. 1974).<sup>86</sup>

The Members of Parliament were not as vocal insofar as the development of new policies were concerned during this period like their predecessors were. A thorough review of the Commons Debates show that in the main Members asked questions about policy and supported or criticized the various Ministers responsible for the Act. The major issues receiving most attention during this period were related to the Olympics and Loto Canada.

#### Departments and Agencies

Numerous federal government departments and agencies are involved in fitness and recreation. The involvement of these agencies is very wide ranging. Appendices 40 and 41 outline the allocations and activities of each Department within the federal government as of 1978.

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<sup>86</sup> The NDP has not issued a formal document on fitness and sport since 1968 (Kidd, 1968). However, the NDP Leader Mr. Broadbent did mention fitness and sports in a presentation he made in March, 1980 (Trueman, 1980)



## DISCUSSION

The tabling of the Task Force Report in 1969 resulted in many changes in federal government policies and directions. Since 1969 the Canadian sport delivery system has been enhanced by the creation of spin-off or arms-length organizations. This activity over the ten year period following the Task Force culminated with the formulation of Iona Campagnolo's Partners in Pursuit of Excellence. The following is a discussion of the factors that led to the development of the national policy on amateur sport. Figure 5-21 summarized these factors.

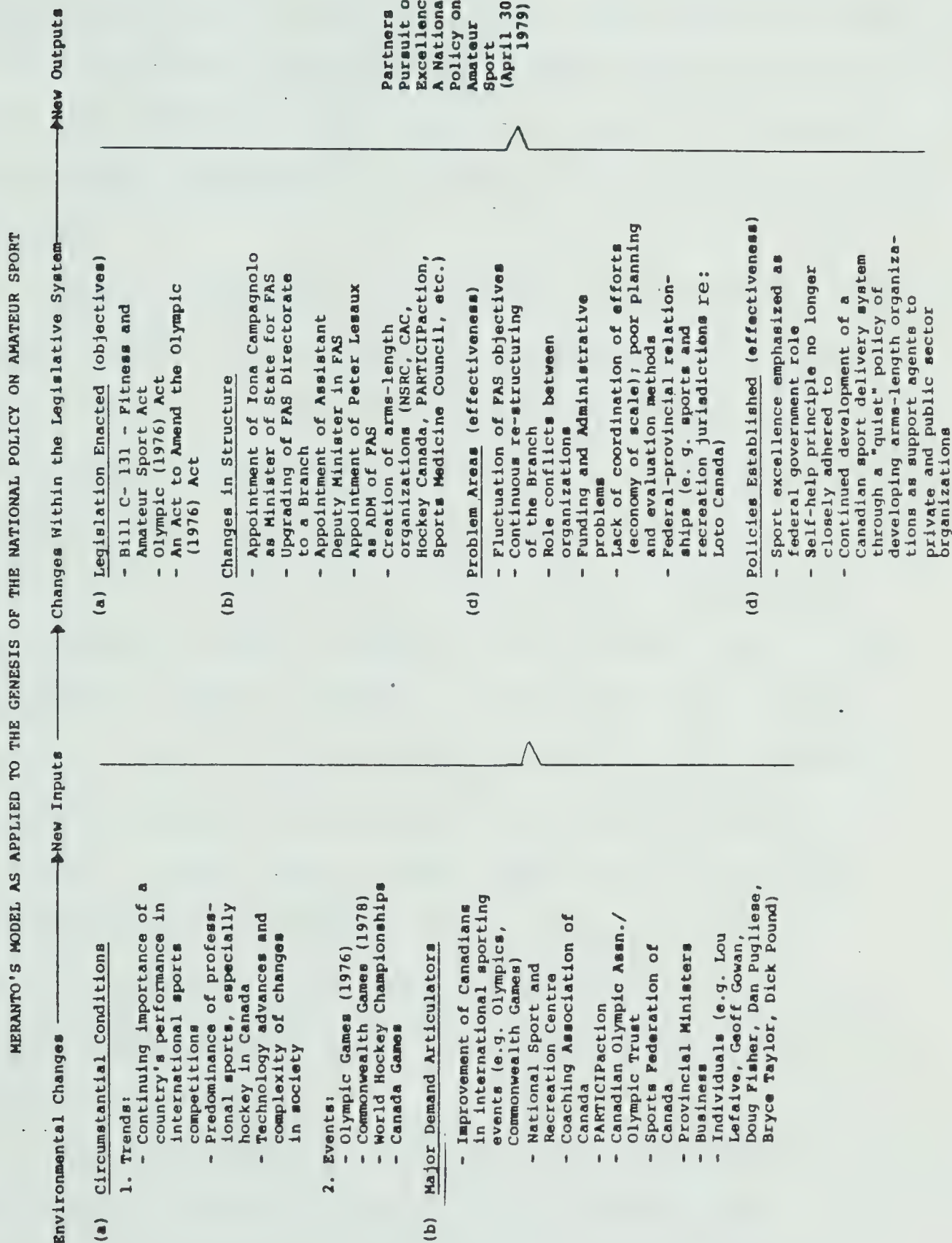
### Environmental Changes Related to the Genesis of the National Policy on Amateur Sport

(a) Circumstantial Conditions - Trends and Events. The trends described at the end of the 1969 period heightened in the 1970's. To do well in international sporting competitions is viewed by many Canadians as important. In 1972 the Soviet-Canada Summit Hockey Series underscored this fact with virtually every Canadian pulling for Canada to "pull it out" (many interviewed mentioned the series as a significant event in the 1970s). The Canadian hockey team in the '72 series was comprised totally of professionals from the National Hockey League (see Young, 1976). In previous years only amateurs would have competed in such an event to represent Canada. Although





FIGURE 5-21





the professionals barely salvaged the win in '72, the public became aware, perhaps for the first time, what previous amateur teams had to confront in the world sporting arena. This and subsequent international hockey matches (1976 Canada Cup; 1979 Challenge Cup) contributed to a better awareness that amateurs were highly skilled and should be supported.

Events leading to the coming of the Montreal Olympics enhanced Canada's participation in amateur sport. The positive results of Canada's performance at Montreal in 1976 - even though a gold medal was not won - raised the public awareness higher. The Montreal happening followed closely by Edmonton's financially successful 1978 Commonwealth Games in which Canada finished first climaxed this era in Canada sport. These successes showed the public wanted Canada to do well in international sport. This created a mood in the Country for a continuation of the sports excellence thrust. These Games, the Olympics and the Canada Games held throughout this period were major factors in creating a positive environment in which a national sports policy, advocating sport excellence, could be formulated.

The complexity of society also contributed to the development of the new policy. Organizations have to be able to adapt quicker to pressures placed on them to develop appropriate programs related to a particular





organization's goals. The dynamics of society therefore are influencing sports organizations to change. A need for a policy to specify how these changes could occur is needed. The policy suggests that NSGBs dominated and directed by volunteers may be inappropriate for the 1980s.

Also, a major concern of the policy is the setting up of a crown corporation that could more easily react to sport demands from the private sector that require quicker responses than a federal bureaucratic agency is able to provide.

(b) Major Demand Articulators. The major demand articulators of this period changed from the ones that were identified in the 1943 to 1961 and the 1961 to 1969 periods. The National Sport and Recreation Centre (NSRC) and Coaching Association of Canada (CAC) program outputs and personnel contributed significantly to both the idea of creating a new policy and its formulation. Individuals especially Lou Lefaive, Dan Pugliese, Doug Fisher, Geoff Gowan and Bryce Taylor had key roles in the development of the policy. The success of PARTICIPaction in marketing fitness could have contributed to the formulation of the policy insofar as these movers and shakers in sport recognized the value of creating a similar organization specifically for sport.

The Canadian Olympic Association (COA) and its successful fund raising arm the Olympic Trust grew into greater prominence in the years preceding and following



the 1976 Olympics. Under the leadership of Dick Pound the COA came to the forefront during the 1977-78 Green Paper process leading to the development of the White Paper. The dominance of the NSRC, CAC and COA further weakened the Sports Federation (SFC). The inability of the SFC to act as the coordinating body for sport in Canada has created the rationale for the development of a new Canada Sports Council.

In 1978 at the Fourth Interprovincial Conference of Recreation Ministers it was agreed by Mrs. Campagnolo and her provincial counterparts that the federal government would lessen its involvement in recreation (Fourth Interprovincial Conference of Recreation Ministers, 1978a and 1978b). This also increased the rationale for the Minister to pursue sport excellence as her top priority.

The need for a coordinated thrust in sport was also articulated by the business community in Canada. Presently there is an influx of organizations approaching business in Canada for funds to develop their programs further. The business sector has strongly suggested that "sport" coordinate their efforts to maximize effectiveness and articulate its needs in a more business-like manner. Results of meetings spearheaded by the Minister, Mrs Campagnolo, the NSRC and CAC showed the need for coordination and influenced the direction the new sport policy took (NSRC, 1979b).



Changes Within the Legislative System Related to the  
Genesis of the National Policy on Amateur Sport

(a) Legislation Enacted. The FAS Act continues to be the governing piece of legislation for the FAS program. During the 1970 period many adjustments were made that has altered some sections of the Act, although no public amendments have been made to it. Internal Cabinet decisions have provided for allocations above the \$5 million statutory limit stated in the Act. This section in the Act no longer is valid. As well Cabinet has shifted the responsibility for the Act from the Minister of Health and Welfare to a Minister of State for FAS. This situation has led to the movement of the program out of the department of Health and Welfare to other departments; such as Secretary of State in 1979 and Labour in 1980. However, the FAS program has not changed as a result of these moves.

Also, during this period the Olympic (1976) Act was passed to provide funding for the Montreal Games. This Act and the Act to Amend the Olympic (1976) Act provided funding to sport from the sale of coins, stamps and lottery tickets (see Appendices 3-4 and 3-5).

(b) Changes in Structure. The most significant change in the Government FAS structure during the 1970s was the appointment of the Honourable Iona Campagnolo as its first Minister of State. The creation of the position itself was significant because it further elevated the program





beyond that of a Branch to one involving a separate Ministry. But of considerable importance is the fact that Iona Campagnolo filled the role of Minister so successfully.

In 1973 the elevation of the FAS Directorate to a Branch with its own Assistant Deputy Minister enacted recommendations contained in the Task Force and P.S. Ross Reports. This eased many of the grant processing problems described in the 1961 to 1968 period.

However, the most important developments of the 1970s were the creation of the spin-off or arms-length organizations that became support structures for the FAS program and the private sector sports organizations. These shared sector organizations, developed during Munro's tenure as Minister, have become primary organizations within the Canadian sport delivery system.

(c) Problem Areas. The broad wording of the Act continued to be a problem following the Task Force Report (see Problem Areas in Chapter Four). From 1969 to 1976 the objectives of the FAS program were continually shifting from a broad recreation philosophy on the one hand to a sports excellence philosophy on the other. This was evident each time a new minister was appointed to govern the Act. Coupled with this problem was the never-ending changes in structure within the FAS Branch. Until the appointment of Peter Lesaux as Assistant Deputy Minister the Branch was constantly undergoing a re-structuring process.



Lesaux upon his appointment continued to change the structure. However, over the past few years the Branch has been consolidated into three Directorates from four; and the objectives of the two program directorates have been narrowed to sport (Sport Canada) and fitness (Fitness Canada). Currently there is one Directorate that supports the efforts of the other two and related private and shared sector organizations.

Role conflicts between public, shared and private sector organizations have also contributed to a need for a national sports policy. The failure of the SFC and the COA to coordinate their efforts initiated in 1979 underscores this problem (COA/SFC, 1979). Many of the new arms-length organizations conflict with private sector efforts. For example, the CAC, COA, CAHA and others are involved in similar technical programs. Similarly there are conflicts between shared and public sector organizations. For example, the NSRC is capable of carrying out functions presently being duplicated in the FAS Branch. This lack of coordination has resulted in losses in economy of scale to sport and poor planning efforts resulting in duplication of efforts.

Federal-provincial relationships is another major problem area. Since the termination of the federal-provincial agreements of the 1960's relations have been strained between the two levels of government. The development of programs





at both levels that infringe upon each others' territories have widened this confrontation. The most serious issue at the present time is the conflict over the control of lotteries. This debate is an on-going one and is the cause of extremely poor relations at the present time. The implementation of the Sports Council idea in the new policy may assist in finding a solution to this problem - - if it could be agreed that national level sport gets a "fair share" of lottery funds being collected at the provincial level.

(d) Policies Established. In the "National Policy on Amateur Sport" statement it was made clear at the end of 1979, that the federal government saw as its priority sport excellence at the national and international levels. With the Liberals returned to power this thrust, began under Liberal Iona Campagnolo's terms, will probably be maintained by the new Minister of State, Gerald Regan.

The policy to develop spin-off organizations has led to less adherence to the "self-help" policy that was the mainstay of the program up to 1969 (see Figure 4-19 and related discussion). Private sector organizations also have a tendency to seek more funding from government. Although many individuals and organizations reacted negatively to the Green Paper on Sport in 1977 because of feared government takeover it appears that most NSGBs want more support - - not less - - from the federal government.



This problem and contradiction is one of the major reasons why the new policy of the federal government should attempt to move sport outside of the federal government bureaucracy.

#### SUMMARY AND CONCLUSIONS

This Chapter focused on the major general policy recommendations and outputs of the Report of the Task Force on Sports for Canadians. Prior to 1969 the private sector was mainly responsible for its own development. From 1969 on it is shown that the recommendations of the Task Force had a profound influence on the development of sport in Canada during the 1970's. Everything indicates that the role of the federal government and the shared sectors organizations will continue to increase until such time as SPORT CANADA - - as visualized by the Task Force is realized. Such a development, it is hypothesized, will reverse the trend of more government involvement in sport back to the private sector, an outcome that people involved in all sectors, who were interviewed for this study, generally and philosophically concur with.

The Task Force Report created many outcomes in the 1970s affecting all three sectors within the Canadian Sport Delivery System (Figure 5-19). Although this study did not concentrate on these specific developments from 1969, conclusions based on the interview data, numerous newspaper articles, conversations, government



documents and the authors experience are expressed.

In the public sector from 1969 to 1979 the Fitness and Amateur Sport Branch moved from being a secrétariat to a grant-decision making body. Indications are that it is moving toward more stability and permanency of structure. There also appears to be a trend that it is becoming more like other governmental departments. This view was expressed by many interviewed. Many of the interviewees were also very critical of its ever-changing structure and the continual game of "musical chairs" among its staff. However, these same persons also expressed that there was character to the Directorate/Branch of past years that does not seem present anymore. If this trend continues the Branch may become a simply "grant-giving bank" as Roger Dion (1977) so often stated. The Branch also should attempt to see itself as those on the "outside" see it. One of the most common comments was that the Branch cannot be any thing but a reacting agency. This is its purpose - - to react to the supportive needs (i.e. finances) of the sport community. By its very nature sport must and will be self-directing in a democratic state but it needs support. Another reason why many believe the Branch cannot assume any leadership role is because ". . . it just doesn't have the experienced personnel . . ." or ". . . they are a 'green' consultative staff, having little real experience - - there are no





leaders anymore . . ."; comments frequently presented to the author. It appears as if the sports people with the "real" credibility are either in the private or shared sector organizations.

On the other hand the positiveness Mrs. Campagnolo created in her two and a half years was remarkable. She may have upset some people with her direct style, but almost "everyone" in sport today remarks how they wish she were back "at the helm".

The shared sector during the 70's was developed at a rapid rate primarily because of the Task Force Report and the implementation of most of its recommendations. PARTICIPaction has unquestionably had unbounding success. And it along with the Canada Games Council perhaps serve as two different but very successful models that should be used as templates by the federal government if new organizations are to be created. Indeed, it is this author's recommendation that SPORT CANADA as the Task Force perceived it could be modeled after PARTICIPaction insofar as board and office structure are concerned. It is hard to believe there are only nine people in PARTICIPaction's National Office.

The National Sport and Recreation Centre, the Coaching Association of Canada - - its Certification Program and the Sports Information Resource Centre that evolved out of Doris Plewes' concept (see Chapters 3 and 4)



have greatly assisted sport development in this country. The Canadian Academy of Sport Medicine was not successful, however its "successor" the Sports Medicine Council of Canada may attain some effectiveness through cooperation.

The continual jurisdictional "fight" still continues between the CAHA and Hockey Canada and certainly there needs to be a resolution of this problem if our "national game" is to survive properly and our "national pride" left intact.

In the private sector national single agency sport governing bodies will survive or disappear based on the public's need. It appears - - and many interviewed for this study offered - - that these organizations will continue to grow and expand depending on their involvement in the Olympics and/or other international sporting events. The international arena gives these associations a focus - a real single-minded purpose.

On the other hand the multi-sport associations will continue, if the interviewees are correct, to have conflict over jurisdiction. The COA appears to have the much stronger mandate especially if compared to the Sports Federation of Canada (SFC). A coalition between these two organizations appears uncertain at best. However, Canada needs a strong sports federation that includes the COA, with its adjunct and financially viable



Olympic Trust. Therefore, if the "Sport Canada" concept is ever to become a reality within the private or shared sectors the COA, not the SFC will lead the way.

In conclusion it is recommended that in-depth studies and reviews should be conducted on the history, growth, development, effectiveness and efficiency of organizations that have been created since the Task Force Report. Some studies have been carried out on the outputs of some of these organizations internally and by government (e.g. DNHW, 1978d; CAC, 1977d; Kisby, 1979b; Pugliese, 1972b). There appears to be good reason to carry out further studies similar to those conducted by Baka (1975) and Jackson (1974) on PARTICIPaction. Such studies are required to improve upon the Canadian Sports System and to communicate to the public the very effective and positive outcomes of federal government involvement in sport.





## CHAPTER VI

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### SUMMARY

The purpose of this study was to historically trace federal government involvement in fitness and amateur sport in Canada. The main problem was to describe and review the role of the federal government in sport and to show its relationship to the development of other sectors and components comprising the Canadian sport delivery system. The major focus of the study was from 1961 to 1979. This was accomplished by investigating three sub-problems. The first part of the investigation was the development of an historical perspective of federal government involvement in sport up to the proclamation of the FASA in 1961. The period from 1867 to 1943 is presented as an overview. A more in depth description and analysis is provided for the period from 1943 to 1961. The second part of the study identified and described the outputs of the FASA leading to the creation of the 1969 Report of the Task Force on Sports for Canadians. Part three investigated the impact of the Task Force Report allocative, program and postional outputs of the FASA from 1970 to 1979.

An historical-descriptive methodology was used to investigate the above three sub-problems. The methodology consisted of basic library research and documentary analysis of government and related organizations' files, records, studies, briefs, reports, minutes of meetings and other miscellaneous materials. Documents were analyzed



using content analysis procedures similiar to those used by Heron (1970) and Short and Innes (1972). Methods outlined by Salter (1974) were employed to keep a record of the documents. Data for the two time periods, from 1961 to 1969 and 1969 to 1977 was collected by utilizing interview techniques based on the principles of Moriarty's (1972c) semi-directed focused interview procedures. Sixty-four people were interviewed who were involved in the development of fitness and amateur sport in Canada at various times during the eighteen year period. These key individuals were selected by a panel of nine judges considered to be experts in the field of federal government involvement in fitness and amateur sport. Many others involved in fitness and amateur sport contributed data through informal conversations and correspondence with the author. These latter procedures were especially used to check facts, dates and opinions of those formally interviewed.

Federal government involvement in fitness and amateur sport was described in terms of objectives, structure, allocative, program and positional outputs of federal legislation in effect at the time. A framework based on the federal government's program activity structure for FAS was used to organize allocative and program outputs related to federal legislation. Many of these outputs were identified through an in-depth review of related fitness and amateur sport Annual Reports and major studies. Miscellaneous federal government activity in sport was related to the



involvement of Governors General, Prime Ministers, Members of Parliament, departments and agencies.

Discussion of the changes and positional outputs within each time period was facilitated by using an adaptation of Meranto's Conceptual Framework-A Model of Legislative Change (Meranto,1967:1-12). The Framework developed by Baka (1978a) was revised and adapted to classify and describe the sectors and components of the Canadian Sport Delivery System from 1867 to 1979.

In summary the general conclusion reached was that the federal government moved from a passive role in fitness and amateur sport to more direct involvement with the proclamation of the Fitness and Amateur Sport Act in 1961. From 1961 to 1969 the government allowed the program to be directed by an appointed volunteer National Advisory Council on Fitness and Amateur Sport. Primarily due to Canada's continued poor showing in international sporting events and because of discontent with the operational structure for the FAS program, Prime Minister Trudeau created a three-member Task Force to investigate amateur sport in Canada. Following the Report of the Task Force on Sport for Canadians the federal government moved from a quiet, low key, service-type role to a lead role in directing and influencing the program and positional outputs of the Canadian sport delivery system. This was accomplished primarily through the office of the Minister responsible for the FAS Act, a more involved





FAS Branch, which directed the allocative process under the Act and the creation of influential, government-created, arms-length organizations. Following are other conclusions of the study.

### CONCLUSIONS

From 1867 to the present federal government involvement in fitness and amateur sport has been in a constant state of flux vascillating back and forth from broad objectives related to recreation and fitness to objectives related to high performance competitive sport at the international level.

#### From Confederation to the Task Force: 1867-1968

Direct federal government involvement in fitness and amateur sport occurred around the same time. Direct funding from the federal government for sport began first in 1908 through a grant to the Central Olympic Committee; a body created by the direct intervention of Governor General Gray. Since that time the basic rationale for direct Government involvement in sport has been primarily related to the fostering of Canada's image through representation and successful performance at international sporting events.

In 1909 the Government became indirectly involved in fitness through the Strathcona Trust Fund. The Strathcona Trust Plan emphasized physical training for fitness and defense for Canadian youth. The program was delivered through



the school system in cooperation with the provinces. The rationale for the program was that it contributed to the good of the Country in terms of national health and defense.

In 1943 the federal government passed the NPFA with the aim of improving the health of Canadians. This Act came under the jurisdiction of the Department of National Health and Welfare (DNHW). In 1954 the Act was repealed because of problems and weaknesses in the design of the legislation. However, from 1954 to 1961 the poor physical fitness of Canadians continued to be a national concern. Also, during this period many politicians and persons involved in sport brought to the Government's attention that Canada's image as a country was suffering because of the poor results of its national teams at major international sporting events - - especially at the Olympics and World Hockey Championships.

These issues were the primary reasons why the Government passed the FAS Act in 1961. The Government's objectives stated in the Act are to encourage, promote and develop fitness and amateur sport in Canada. The relationship of amateur sport to fitness resulted in the Act coming under the jurisdiction of the Minister of National Health and Welfare. Consistent with environmental trends the federal government geared the broadly stated policies of the FAS Act to pursuits related to physical fitness, mass participation, and sport excellence in national and international competitions.



The Act was the first legislation that recognized sport as an entity, closely related to but separate from fitness. From 1961 to 1969 the emphasis of the new program was on the fitness aspect of the legislation. This resulted in objectives and outcomes associated with fitness and health being applied to amateur sport. The attitude of the 1960 to 1969 period was that involvement by the Government in amateur sport was good because one would become fit. The primary reason for the development of this attitude was that the National Advisory Council on Fitness and Amateur Sport (NAC) advised the Minister of Health and Welfare and controlled the outputs of the Act during this period. The NAC in its executive role had as its objective to develop a broadly based "program for everyone". However, in 1968 concerns were raised again by people involved in sport, Members of the House of Commons and a more vocal public than in 1959 because of Canada's continuing poor performances in the international arena. The result of this outcry within the sporting community was the creation of the Task Force on Sports for Canadians in 1968.

#### From Munro to Campagnolo: 1969-1979

From 1969, when the Report of the Task Force was tabled in the House of Commons, to 1976 the objectives of the FAS program continued to centre on both fitness and sport as evidenced by numerous studies, reports and position





statements emphasizing the government's role in both areas. The emphasis during John Munro's tenure as Minister of Health and Welfare was on sport.

The Honourable John Munro's Term. Munro's sport thrust was initiated by the recommendations contained in the Task Force Report and implemented as stated in the Proposed Sports Policy and Sport Canada-Recreation Canada documents. The key positional output during Munro's term was that the NAC lost its executive power relegating it to the advisory role defined in the FAS Act. The Fitness and Amateur Sport Directorate (FASD) was elevated in importance and given the grant allocating and program determination role once held by the NAC. Sport Canada and Recreation Canada were created as divisions in the Directorate and took primary roles in the development of sport and recreation primarily because of the leadership of their two respective Directors, Lou Lefaive and Cor Westland.

Also, a number of arms-length organizations were created during Munro's term that have become very influential within the Canadian sport system and closely tied to the Government's FAS program and policies. Since 1961 the federal government recognized that fitness and amateur sport organizations were the primary mechanism for delivering sport to Canadians. However, the Government maintained that with the passage of the FAS Act it had a



legitimate role in assisting these private sector organizations in helping themselves. Up until the development of the arms-length organizations this "self-help" principle was a mainstay policy of the FAS program. Today the National Sport and Recreation Centre (NSRC) houses over 60 private and shared sector non-profit organizations and acts as the primary administrative arm for sport, and to a lesser degree recreation, at the national level. The Coaching Association of Canada (CAC) has initiated the coaching certification scheme across the country, coordinates the efforts of all technical directors of the NSGBs resident at the NSRC, has developed the Sports Information Resource Centre (SIRC) as well as the audio-visual service of the NSRC. Also, the CAC develops technical materials for all NSGBs and has generally come to be regarded as the primary technical arm for sport in Canada.

Hockey Canada was created in 1969 primarily to develop better national hockey teams for competition in the Olympics and World Championships. The history of Hockey Canada has been a turbulent one conflicting with the CAHA on the one hand and the National Hockey League on the other. Its initial efforts in the 1972 Soviet-Canada Series and 1976 Canada Cup in which professionals were used are considered highly successful. However, since 1976 Canada's international representative teams involving both professional and amateur athletes have only done fairly. The Canadian Government because of



recurring problems in hockey continues to investigate its national sport.

The other most prominent shared sector arms-length organization created by the federal government during Munro's Ministry is one not usually associated with sport. In 1971 Sport Participation Incorporated was founded to motivate Canadians to become physically active and fit. Coining the term "PARTICIPaction" the Corporation has become well known throughout Canada and the entire marketing world in its promotion of sporting and fitness activities. The Company, now called PARTICIPaction, is the major program funded through the Fitness Canada Directorate. No similar organization exists specifically for the promotion of amateur sport. Therefore, PARTICIPaction is currently the only effective marketing and promotional component within the Canadian sport delivery system at the national level.

Game Plan '76, a co-operative funding venture between the federal and provincial governments and the COA was also initiated during Munro's term. This effort was very significant insofar as it was a first attempt to have the public and private sector agencies work closely together to create the necessary funding for athletes to properly train for 1976 Olympics. Game Plan '76 was fostered primarily through the initiatives of Dr. Roger Jackson, who was then the Technical Director of Sport Canada. The mechanism was highly successful at the outset but ran into difficulty later because some of its allocative and selection policies were considered unfair by some of the provinces.





The Honourable Marc Lalonde's Term. When Lalonde became Minister of National Health and Welfare he attempted to return the FAS program back to a health thrust consistent with Departmental policies related to lifestyle and prevention. However, this did not occur because of Canada's involvement in high performance sport initiated during Munro's tenure.

Primarily events leading to the 1976 Montreal Olympics and the continuation of the successful Canada Games during Lalonde's term in office contributed to the FAS program maintaining a high sport image. During his four years in office, longer than any other Minister, the Branch and arms-length organizations continued to grow and develop.

The FASD was officially elevated to a Branch on April 1, 1973. An Assistant Deputy Minister was appointed and four Directorates were officially established. They were: Sport Canada, Recreation Canada, Program Operations and Administration and the Planning, Research and Evaluation Directorates.

The private sector NSGBs, especially those related to the Olympics, also developed and grew during Lalonde's term because of preparations leading to the Montreal Games. What became evident in the years preceding Montreal was that the sport system at the national level lacked coordination. In 1975 the Unification of Sport Report was initiated by the NSRC at a time when Lou Lefaive was President. In this Report ideas of a Sport Council were put forward that Dan Pugliese and Lefaive had proposed in 1970. The Report did not have any immediate impact. However, the poor coordination of sport in Canada was sensed by Prime Minister Trudeau. This coupled with the fact that Canadians



did well at the Olympics - - except for not winning a single gold medal - - moved Mr. Trudeau to create the position of Minister of State for Fitness and Amateur Sport.

The Honourable Iona Campagnolo's Term. Iona Campagnolo became the first Minister of State for FAS on September 15, 1976. By, April 1, 1977 her Ministry was really independent of the Department of National Health and Welfare. Initially Mrs. Campagnolo emphasized a fitness, mass participation, thrust but within a year of her appointment she stated that the priority of the Ministry of State for FAS was high performance competitive sport.

**Adhering** to the mandate the Prime Minister gave, she set about developing a Green Paper process leading to the development of the White Paper, Partners in Pursuit of Excellence-A National Policy on Amateur Sport. Through this process she became highly visible and served as a focal point around which sport in Canada rallied.

The Green and White Papers incorporate principles and directions for federal government involvement in sport emanating out of Pugliese's (1970b) paper on Sport Canada and the Bryce Taylor authored but Lefaive and Pugliese influenced Unification of Sport Report. If the policies specified in the 1979 White Paper are followed the federal government will slowly move sport into the private sector.

In this author's opinion the federal government sees the value of sport being organized and directed outside of the government bureaucracy. The government's current view appears





to be that sport is not yet ready to be self-directed. Therefore, what probably will occur is that the proposed Sports Council will be created with the purpose of coordinating the major administrative, financial, promotional and technical endeavours now controlled by the federal government bureaucracy and the related arms-length organizations.

Initially the Sports Council would be appointed and composed of related federal government bureaucrats, and highly credible people from business, commerce and sport. The Minister of State for Fitness and Amateur Sport would be chairman of the board. There would be a full time government appointed president and office staff to manage the Council. Once set up and operating, much in the same way PARTICIPAction now functions, the board of directors of the Corporation would develop plans to have the Council become an agency directed primarily by persons considered to be from sport peer groups. During the development phase of such a Council there will be more of a federal government influence over sport but once created the proposed Sports Council would become the ultimate shared sector organization. This would mean the lessening of influence by the federal government on the one hand and a loss of autonomy by the private sector sport organizations on the other.

If the Sports Council becomes a reality the federal government will have fulfilled its present quiet policy of creating spin-off organizations for the purpose of having sport determine its own future. What this analysis of federal government involvement in sport shows is that the government has become associated with sport reluctantly. The period from 1949 to 1961 indicated that the





government assisted with the creation of the Canadian Sports Advisory Council (CSAC) to help sport be better organized but self directed. After the repeal of the NPFA, it was the CSAC that became one of the prime movers to have the government move back into fitness and amateur sport with the passage of Bill C-131 in 1961. The government after 1961 was content to have the program directed by the NAC, a sport and recreation peer group. However, the broad NAC approach led to dissatisfaction and the bureaucracy became more influential.

The major outcome of the government-directed FASB program throughout the 1970's is that the objectives and allocative outputs of the FAS Act have been narrowed to focus on the encouragement, promotion and development of sport at the national and international levels. As well the FASB pays relatively little attention to fitness and recreation. These events have in turn resulted in the provinces developing broadly based programs at the provincial and local levels. With the further cementing of these infrastructure developments sport associations at the national level will become more capable of directing sport through the new Sports Council which in time would be a peer-group, peer-run organization.

If the Sports Council does develop the following positional outputs would likely occur. The FAS Branch would be dissolved and its component parts would be incorporated into the Sports Council. The NSRC and CAC would become integral parts of the new organization and may even lose their identity. Major organizations like the COA and Olympic Trust would remain independent but be involved in the Sport Council structure. In general, NSGB volunteer executives and boards would continue to exist for each



sport and multi-sport organization but in advisory capacities. The full-time staffs, executive directors and technical directors currently employed by organizations housed in the NSRC would become employees of the new Council. Perhaps the Sport Communications and Promotional Organization proposed in the 1970 Proposed Sport Policy, the Unification of Sport Report and 1977 Green Paper would be created as a unit within the new Sports Council. It is not inconceivable to conclude that funding from the federal government for PARTICIPaction would be terminated in favour of such a promotional organization specifically for sport. Some private sector organizations would lose their place within the delivery system and others such as the Sports Federation of Canada would be disbanded.

#### Other Conclusions

1. With the vast changes in emphasis of objectives, in structure and ministerial authority under the FAS Act it is apparent that the Act is in need of revision and updating. However, because the circumstantial conditions and positions of related organizations have changed to a great extent since 1961 there appears to be a need for a new sport act.
2. Sport and Recreation at the national level is in a confused state. There appears to be little common ground between the sports excellence objectives and the broad leisure/recreation objectives espoused by national recreation-oriented bodies. The federal government could facilitate the development of recreation at the national level by coordinating all departments involved in recreation. This was the intended purpose of the now defunct Recreation Canada Directorate.





3. Sport and Fitness programs of the federal government are currently housed in the FAS Branch. There is strong evidence that supports the contention that the gap between Sport Canada and Fitness Canada is widening. With the future of the Branch in question and the "portability" of the Ministry of State it is concluded that Fitness Canada will move away from sport and move back to the Department of National Health and Welfare.

4. The Sport System in Canada is not a simple cause-effect development. The "system" is in a constant state of change brought about by the dynamics of volunteer, full-time professional and politician involvement making planning and promotion of sport very difficult. The changing role of the volunteer and the paid professional (e.g. executive and technical directors) has to be studied and better understood by all people involved in sport. Presently, these changing roles are creating conflicts in sport that are proving to be dysfunctional to sport development at the national level.

5. The entrepreneurs in sport are becoming more abundant. Sport (amateur and professional) is "Big Business" today. This fact will lead to significant involvement by business and industry in the future when they realize the sports potential in Canada.

#### CONSIDERATIONS FOR CANADIAN POLICIES RELATED TO SPORT

1. Although, throughout the seventies, fitness and recreation served as the rationale for increasing funding to sport it appears that the three elements are now ready to become separate entities within the federal government bureaucracy.





Therefore, it is recommended that:

a) A separate Ministry of Sport be created.

The intention of the Government should be to move Sport Canada outside of government according to the coordination schemes already proposed in the new Sports Policy. This would finalize the Task Force's suggestion of separating fitness, sport and recreation. The Ministry would be a minor department and would act as the governmental arm of the new Sports Council. The Minister would become Chairman of the Board of the new Council. Government funding would flow through the Ministry to the proposed Sports Council. The funds would be allocated to sport organizations, events and other projects by the Council.

b) The Fitness Directorate of the Branch be moved into the Health Promotion Branch of the Department of National Health and Welfare. Funding for fitness promotion and development would be provided through the Directorate and not be related to sport funds.

c) To maintain cohesive federal government policy developments in all leisure fields it may be necessary to create an Interdepartmental Recreation Committee. Through this structure it is hoped that duplication of projects could be avoided. The Interdepartmental Committee also would liaise with the Inter-provincial Council of Sport and Recreation. Through this mechanism Federal-Provincial Conferences would continue to be coordinated twice per year. Such a Committee would also be of great assistance to private sector recreation related organizations such as CPRA, CHA, and CAHPER. For these organizations to be effective at the national level they should relate to all agencies of the government concerned with recreation and not those few they traditionally relate to.



An Interdepartmental Recreation Committee would be the best vehicle through which the government could interface with the private sector bodies and vice-versa, the assumption being that recreation must be a shared responsibility.

2. It is also recommended that the Fitness and Amateur Sport Act be amended and re-written to maintain a federal presence in fitness and sport but each distinct from the other; and

3. That private sector sport organizations be encouraged to be equal partners in the development of the new Sports Council. The COA (and the Olympic Trust) must be included as an integral but independent arm of the new Council on Federation.

#### RECOMMENDATIONS FOR FURTHER STUDY

1. An in-depth study of the 1970 era should be undertaken to describe the specific historical development of each component within the Canadian Sport Delivery System. Such a study, if it followed the model designed for this study, would advance the details and historical information about the Canadian Sport Delivery System up to 1980. For example, the historical facts surrounding the Canada Games could be more clearly determined. Although Annual Reports of the FASB and other accounts outline developments related to the Canada Games they may not be totally accurate. Interviews with persons for this study about developments such as the Canada Games, CAC, NSRC, etc. indicate that current accounts and reports may not be totally accurate. Such studies must include interviews with individuals connected with these events.



2. The hypothesis is presented that the Model: Diagram of the Sectors and Components Comprising The Sport System is adaptable to other countries. This hypothesis should be investigated, as the Model could serve as a useful instrument to conduct comparative historical and organizational research related to sport.

3. The historical research and interview data strongly suggests that studies of an historical, qualitative and quantitative nature be conducted on:

a) The Fitness and Amateur Sport Branch: policies, objectives and structure. For example, it is noteworthy that an extraneous outcome of this study was that a great deal of information was gathered about the history and development of the Recreation Canada Directorate. The Directorate's history sheds a very interesting light on the philosophy and future direction of the federal government. A detailed history, including the effectiveness of this and the other Directorates in the Fitness and Amateur Sport Branch should be the focus of further study.

b) The National Sport and Recreation Centre;

c) The Coaching Association of Canada;

d) The Current Relationship Between the CAHA and the National Hockey League;

e) The Current Relationship Between the CAHA and Hockey Canada;

f) A study of all Hockey Reports of the National Advisory Council, the Task Force and the Canadian Hockey Review.

The Proposals in these worthwhile Reports should be reviewed





with the intention of acting upon them to the betterment of hockey development in Canada;

g) A review of the COA, its future goals and ambitions.

In the year 1979-80 year there has been considerable discussion about the viability of a COA/Sports Federation Coalition evolving into SPORTS CANADA as recommended by the Task Force. (COA, 1979);

h) A review of the effectiveness, viability and need of the current Sports Federation of Canada;

i) A review of all NSGBs and the role athletes policy volunteers and professional staffs play in their administration and decision-making functions. Recommendations should be made that would lead to a more positive relationship between these three entities.

j) An indepth review of the extent to which NSGBs have moved way from the "self-help principle" to the point of becoming wards of the State. The "self-help principle" may be the most fundamental underlying policy that will assure federal government effectiveness in being "Partners" in the pursuit of developmental and high performance sports at the national level.

k) An indepth historical review of Game Plan and bursaries and awards to high performance athletes. Game Plan was only briefly mentioned in this study and its significance and importance to the development of sport in Canada is worthy of a separate analytical study.



- 1) A complete review of all professional sports and their relationship to amateur sport development;
- m) An immediate review of the research needs of sport by the Sports Medicine Council of Canada. The rationale behind encouraging the Sports Medicine Council to undertake such a major study of the research needs of sports is that such a project will give the co-operating associations a required focus around which to cooperate.



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1977b Plantification Directeur, Haut Commissariat A La  
Jeunesse, Loisirs, Sports, Ministere De L'Education,  
Quebec, P.Q. Personal taped interview in his office  
at the Commissairiat in Quebec City, January 27.
- Bailey, Donald (Dr.)  
1977 Professor at the University of Saskatchewan, Saskatoon.  
Personal taped interview in his office at the University  
in Saskatoon, February 4.
- Ball, Jim  
1980 Executive Director, Canadian Squash Racquets Association.  
Telephone Conversation, January 3.
- Barsona, Vincent  
1977 Recreation Consultant in the Recreation Canada  
Directorate of the Fitness and Amateur Sport Branch.  
Personal taped interview in his office in Ottawa, March  
15.



Bayer, James

1977 Director of Operations for the Department of Recreation in Nova Scotia. Personal taped interview in his office in Halifax., January 25. Mr. Bayer is now Director of Physical Education and Athletics, Acadia University.

Beaubien, Phillippe de Gaspé

1977 Président, Télémédia Communications Ltée. Personal taped interview in his office in Montréal, Québec, February 14.

Bedecki, Thomas

1979a Telephone conversation, November 7.

Bedecki, Thomas

1979c Telephone conversation, November 21.

Bedecki, Thomas

1977b Director, International Liaison within the Fitness and Amateur Sport Branch. Personal taped interview in his office, January 17. Mr. Bedecki is now Executive Director of CAHPER.

Bertrand, Claude

1977 Chairman, National Advisory Council on Fitness and Amateur Sport, 19 to 19 . Personal taped interview in his Montreal office, February 16.

Blackstock, C. R. "Blackie"

1977c Retired. Personal taped interview at his home in Ottawa, January 13. Mr. Blackstock is now deceased.

Blackstock, C. R. "Blackie"

1977d Conversation, March 31.

Blackstock, C. R.

1975 Conversation, January 17.

Blackwell, Simon

1980 Youth Development Coordinator. Telephone Conversation, January 3.

Blouin, Joanne

1980 Secretary of the National Advisory Council on Fitness and Amateur Sport. Telephone conversation, April 3.

Brown, May

1977 Alderman, City of Vancouver, B.C. Personal taped interview in her Vancouver office. February 3.

Buckley, Clare

1977 Director-Planning, Research and Evaluation, Fitness and Amateur Sport Branch, January 1975 - June 1978. Personal taped interview in his Ottawa office, February 17.





Campagnolo, Iona (The Honourable)

1977c Minister of State for Fitness and Amateur Sport, M.P. for Skeena. Minister from September 15 to May 22, 1979. Personal taped interview in her Ottawa, Confederation Building office, March 10.

Campbell, Clarence

1977 President of the National Hockey League from September 4, 1946 to August 31, 1977. Personal taped interview in his Montreal office (NHL Headquarters Feb. 16, retired).

Carmichael, Jean

1977 Retired. Personal interview in her home in Ottawa, Jan. 13.

Clarke, Bill

1977 Director of Sport and Recreation for the Department of Culture and Youth, Saskatchewan. Personal taped interview at the Annual Meeting of the Sports Federation of Canada, Prince Hotel, Toronto, January 29.

Collins, Nyck

1979 Head, Research for Recreation and Fitness B.C. Telephone conversation, November 21.

Crowell, A. A. (Lee)

1977 General Manager of the Canadian Olympic Association. Personal taped interview in his office at Olympic House, Montreal, February 15.

Davidson, Stewart A.

1977b Professor at the University of Ottawa. Personal taped interview in his office in Ottawa, January 18.

Dion, Roger

1977 Professor at the University of Ottawa. Personal taped interview and conversation in his office in Ottawa, January 14 and 21 respectively.

Eagleson, Alan

1980 Executive Director of the NHL Players' Association and Lawyer. Folio Interview on CKO Radio, February 3.

Fisher, Douglas

1977 Syndicated columnist and member of the press gallery in the House of Commons. Telephone conversation, January 13.

Fraser, A. J. (Bud)

1977 Athletic Director at the University of Toronto. Personal taped interview in his Toronto office, February 10.



Ganske, Dwight

1977 Director of the Sport and Fitness Section of the Alberta Recreation and Parks Department. Personal taped interview in his office in Edmonton, February 1.

Gaudaur, J. G. "Jake"

1977 Commissioner, Canadian Football League. Personal taped interview in his office in Toronto, February 8.

Giroux, Robert

1977 Director General at the Staffing Branch, Public Services Division. Personal taped interview in his office in Ottawa, January 20.

Glynn, Hugh

1977 Vice-President, Managment and Operations of the National Sport and Recreation Centre. Personal taped interview in his office in Ottawa, January 12. Now President of NSRC.

Gowan, Geoff

1977 Technical Director, Coaching Association of Canada. Personal taped interview in his office in Ottawa, January 19. Now President of CAC.

Holmes, Don

1980 Executive Director, Canadian Sports Parachuting Association. Telephone Conversation, January 3.

Jackson, Roger

1977 Director of Sport Canada, Fitness and Amateur Sport Branch, Department of National Health and Welfare. Personal taped interview in his office in Ottawa, Ontario, February 17. Now Dean, Fac. of P.E., Univ. of Calgary.

Johnson, Donald S.

1977 Assistant Deputy Minister, Recreation and President, Canadian Amateur Hockey Association 1975-1977. Personal taped interview at the Annual Meeting of the Sports Federation of Canada, Prince Hotel, Toronto, January 28.

Juckes, Gordon

1977 Executive Director, Canadian Amateur Hockey Association. Personal taped interview at his office in Ottawa. January 12. Retired.

Kalinowsky, Samuel

1977 Manager, Sport Canada Directorate, Fitness and Amateur Sport Branch. Personal taped interview at his office in Ottawa, January 19. Now with Treasury Board.



Keir, Sandy

1977 Manager, Fitness Section-Recreation Canada, Fitness and Amateur Sport Branch. Personal taped interview at his office in Ottawa, January 12.

Kirk, Colin

1980 Executive Director, Canadian Orienteering Federation. Telephone conversation, February 5.

Kisby, Russ

1977 President, PARTICIPaction. Personal taped interview at his office in Toronto, February 10.

Lahaie, Gerry

1977 Director of Administration and Finance, Royal Canadian Mint. Personal taped interview at his office in Ottawa, January 17.

Lashaine, Ray

1978 Health Programs Branch. Telephone interview about the Conference of Federal/Provincial Ministers of Health, April 25.

Lavigne, Paul

1980 Executive Director, Canadian Federation of Amateur Baseball (Baseball Canada). Telephone conversation, February 5.

Lawson, Patricia

1977 Professor at the University of Saskatchewan, Saskatoon. Personal taped interview at his office in Saskatoon, February 5.

Lay, Marion

1977 Acting Manager, Technical Programs, Fitness and Amateur Sport Branch. Personal taped interview at her office in Ottawa, February 23.

Lefaive, Lou

1977 President, National Sport and Recreation Centre. Personal taped interview, January 17 and extensive conversation March 16 held in his office in Ottawa. Also, various conversations were held throughout the 1977-1979 period with Mr. Lefaive related to this study. During this period from May 1 of 1978 Mr. Lefaive reassumed the Directorship of Sport Canada, within the Fitness and Amateur Sport Branch, a position he held from January 1, 1968 to 1973. In January 1980 he became President of Hockey Canada.





Leggat, Graham

1977 General Manager, The O'Keefe taped interview at his office in Toronto, February 8.

Lemaire, Jean Marc

1977 Planning Officer, Planning, Research and Evaluation Directorate, Fitness and Amateur Sport Branch. Personal taped interview at his office in Ottawa.

L'Heureux, W. J.

1977 Dean, Faculty of Physical Education, University of Western Ontario. Personal taped interview at his office in London, Ontario, February 7.

Loiselle, Dick

1980 Technical Liaison Officer, Coordinating Committee/Sport for the Physically Disabled. Telephone conversation, January 3.

Loyer, Mrs.

1980 Secretary for the Canadian Council on Social Development. Telephone conversation. February 15.

MacFarlane, Gus

1977a Member of Parliament for Hamilton Mountain and Chief Government Whip. Personal taped interview at his office in Ottawa, March 10.

Macleod, John

1980 Executive Director, Curl Canada. Telephone conversation, January 3.

Makosky, Lyle M.

1979 Executive Director, Coaching Association of Canada. Conversation at his office in Ottawa, November 27.

McConachie, John

1979 Assistant Executive Director, CIAU. Telephone call, October 22, 1979.

McEwen, William L.

1977 Past-President, Sports Federation of Canada. Personal interview at British Columbia Lions Offices in Vancouver.



McFarland, Elsie

1977 Chairman, Recreation Administration program, University of Alberta. Personal taped interview at her office in Edmonton, February 1.

McLenahan, R. J.

1977 Director of Sport and Recreation, Department of Youth, Recreation and Cultural Resources, New Brunswick. Personal taped interview at his office in Fredericton, January 26.

Meagher, John

1977 Professor, University of New Brunswick. Personal taped interview at his office in Fredericton, January 26.

Montgomerie, Duff

1977 Coordinator of Sport for the Private Sector for the Department of Recreation in Nova Scotia. Personal taped interview with Mr. James Bayer in Halifax, January 25.

Moriarty, Richard J. and William Hallett

1974a Personal correspondence, July 9 and July 24.

Moriarty, Richard J. and William Hallett

1972a Personal correspondence, November 7.

Moriarty, Richard James and William Hallett

1972b Personal correspondence, October 6

Neider, Denis

1977 Executive Director, Canadian Parks and Recreation Association. Personal taped interview at his office in Ottawa, March 15.

Nixon, Howard

1977 Professor, University of Saskatchewan, Saskatoon. Personal taped interview at his office in Saskatoon, February 5.

Osborne, Robert F.

1976 Director, School of Physical Education and Recreation, University of British Columbia. Personal taped interview at the Chateau Laurier Hotel, Ottawa, December 1.

Passmore, Jack

1979 Retired. Informal conversation at his home in Richmond Hill, Ontario, May 11.

Pelech, John

1977 Chairman, Canada Games Council and Vice-Chairman of the National Advisory Council, Fitness and Amateur Sport. Personal taped interview at his office in Hamilton, Ontario, February 11.



Pound, Richard W.

1977 President, Canadian Olympic Association from February 27, 1977. Personal taped interview at his office in Montreal, P.Q. February 15.

Pugh, Bob

1977 Executive Director, Canadian Intercollegiate Athletic Union. Personal taped interview at his office in Ottawa, January 9.

Pugliese, Dan

1977 Personal taped interview at his home in Ottawa, January 18.

Rea, Harold

1977 Chairman of the Task Force Report in Sports for Canadians. Personal taped interview at his office in Toronto, February 9.

Richardson, John

1977 Manager, Domestic Sport, Fitness and Amateur Sport Branch. Personal taped interview at his office in Ottawa, February 21.

St. Denis, Jocelyn

1977a Executive Director, National Advisory Council on Fitness and Amateur Sport. Personal taped interview at his office in Ottawa, January 24.

Scully, Richard W.

1977 National Advertising Co-ordinator, Carling O'Keefe Breweries of Canada, Ltd. Personal taped interview in his office at Toronto, February 8.

Semotuik, Darwin

1977 Professor, University of Western Ontario. Personal taped interview at his office in London, Ontario, February 7.

Smith, Gwen

1977 Member of the National Advisory Council on Fitness and Amateur Sport. Personal taped interview at her home in Edmonton, January 31.

Sorensen, O.

1980 Senior Consultant, Fitness and Amateur Sport Branch, Department of the Secretary of State. Telephone conversation, January 16.

Sorensen, O.

1978 Senior Sport Consultant, Fitness and Amateur Sport Branch. Personal discussion in his office, April 14.





Sorensen, O.

1976 Senior Consultant, Fitness and Amateur Sport Branch.  
Personal discussion in his office, May 5.

Spicer, Stanley T.

1977 Manager, Program Operations, Fitness and Amateur Sports Branch. Personal taped interview at his office in Ottawa, January 14. Retired.

Taylor, Bryce M.

1977a Professor, York University, Toronto. Personal taped interview at the CAHPER National office in Ottawa, May 5.

Thorsen, John C.

1977 Manager, Sports Program Section, Sports Services Branch, Ministry of Culture and Recreation. Personal taped interview at his office in Toronto, February 10.

Toner, Vance

1977 Professor, University of Moncton, Moncton, New Brunswick. Personal taped interview at his office in Moncton, January 25.

West, J. Thomas

1977 Curator, Canada's Sports Hall of Fame. Personal taped interview at his office in Toronto, February 9.

Westland, Cor

1977b Associate Professor, University of Ottawa. Personal taped interview at his office in Ottawa, January 20.

Whamond, Leslie

1980 Executive Director of Canadian Ladies Golf Association. Telephone conversation, January 3.

Willard, Joseph W.

1977 Deputy Minister, Department of National Health and Welfare, 1960-1973, retired. Personal taped interview at his home, Pinehurst Lodge in Almonte, Ontario, January 7. Deceased.

Woodstock, Paul

1977 Assistant Deputy Minister, Fitness and Amateur Sport Branch. Personal taped interview at his office in Ottawa, February 14. Transferred.

Wright, Harold M.

1977 President, Canadian Olympic Association, 1967 to February 27, 1977. Personal taped interview at his office in Vancouver, B.C., February 2.

Yuhasz, Michael

1977 Professor, University of W. O., London and President of the Canadian Association of Sport Sciences (1976-77). Personal taped interview at his office in London, Feb 7.



## CONFERENCE PROCEEDINGS

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1973 THE NATIONAL CONFERENCE ON THE CHILD IN SPORT AND PHYSICAL ACTIVITY, Kingston, Ontario: Queen's University, May 13-18. Distributed by The Canadian Council on Children and Youth with the assistance of Recreation Canada, Fitness and Amateur Sport Branch.
- Berridge, Mavis  
1970 "The development of the Royal Life Saving Society and the Red Cross Water Safety Service in Canada to 1954." in PROCEEDINGS OF THE FIRST CANADIAN SYMPOSIUM ON THE HISTORY OF SPORT AND PHYSICAL EDUCATION. Edmonton: University of Alberta, May 13-16, 173-186.
- Bowie, G. W.  
1970 "An affectionate look at curling in Canada." in PROCEEDINGS OF THE FIRST CANADIAN SYMPOSIUM ON THE HISTORY OF SPORT AND PHYSICAL EDUCATION. Edmonton: University of Alberta, May 13-16, 207-218.
- Bowie, William  
1936 "Third international conference on social work (London) and World congress on leisure time and recreation (Hamburg) - summary report."
- Canadian Association for Health, Physical Education and Recreation  
1963 PROCEEDINGS OF THE FIRST CANADIAN FITNESS SEMINAR AND CAHPER. Saskatoon: University of Saskatchewan, June 24-29.
- Canadian Recreation Symposium Corporation  
1967 PROCEEDINGS. June 10-16.
- Coaching Association of Canada  
1977a POST-OLYMPIC GAMES SYMPOSIUM PROCEEDINGS. Conducted by the Coaching Association of Canada. Sponsored by the Canadian Olympic Association. Montebello, Quebec, November 6-10, 1976. Published by the CAC in Ottawa, 1977.
- Cosentino, Frank  
1970 "A history of Canadian football", in PROCEEDINGS OF THE FIRST CANADIAN SYMPOSIUM ON THE HISTORY OF SPORT AND PHYSICAL EDUCATION. Edmonton: University of Alberta, May 13-16, 247-263.
- Dewar, John  
1970 "The contribution of James Naismith (1861-1939) to sport in Canada." in PROCEEDINGS OF THE FIRST CANADIAN SYMPOSIUM ON THE HISTORY OF SPORT AND PHYSICAL EDUCATION. Edmonton: University of Alberta, May 13-16:431-450.





Eaton, John D.

- 1970 "Arthur Stanley Lamb, M.D., 1886-1958 his influence on Canadian sport." in PROCEEDINGS OF THE FIRST CANADIAN SYMPOSIUM ON THE HISTORY OF SPORT AND PHYSICAL EDUCATION. Edmonton: University of Alberta, May 13-16:417-430.

Hall, M. Ann

- 1970 "Women's sport in Canada prior to 1914." in PROCEEDINGS OF THE FIRST CANADIAN SYMPOSIUM ON THE HISTORY OF SPORT AND PHYSICAL EDUCATION. Edmonton: University of Alberta, May 13-16,69-89.

Jackson, Roger

- 1978a "The Federal Governments involvement with sport, physical education and recreation." A presentation at the SIXTH COMMONWEALTH CONFERENCE ON SPORT, PHYSICAL EDUCATION AND RECREATION. July 31.

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- 1974b "Bagattaway to Boxla." in PROCEEDINGS FROM THE THIRD CANADIAN SYMPOSIUM ON HISTORY OF SPORT AND PHYSICAL EDUCATION. Halifax: Dalhousie University, August 18-21.

Jones, Kevin G.

- 1970b "Sport In Canada, 1900-1920." in PROCEEDINGS OF THE FIRST CANADIAN SYMPOSIUM ON THE HISTORY OF SPORT AND PHYSICAL EDUCATION. Edmonton: University of Alberta, May 13-16, 43-55.

Keyes, Mary E.

- 1970 "A Canadian physical educator - John Howard Crocker, LL.D." in PROCEEDINGS OF THE FIRST CANADIAN SYMPOSIUM ON THE HISTORY OF SPORT AND PHYSICAL EDUCATION. Edmonton: University of Alberta, May 13-16:451-466.

Laing, Arthur (the Honourable)

- 1967 "Man and his leisure." Address by the Minister of Indian Affairs and Northern Development. In the PROCEEDINGS OF THE CANADIAN SYMPOSIUM OF RECREATION, June 10-16:13-21.

Landry, Fernand and William A.R. Orban

- 1978 Physical Activity and Human Well-Being. A collection of the formal papers presented at the International Congress of Physical Activity Sciences held in Quebec City, July 11-16, 1976, Miami Florida: Symposia Specialists Inc. Vol. I.

Lansley, Keith L.

- 1970 "The Amateur Athletic Union of Canada." in PROCEEDINGS OF THE FIRST CANADIAN SYMPOSIUM ON THE HISTORY OF SPORT AND PHYSICAL EDUCATION. Edmonton: University of Alberta, May 13-16, 283-290.

Lindsay, Peter

- 1970 "Sport in Canada, 1807-1867." in PROCEEDINGS OF THE FIRST CANADIAN SYMPOSIUM ON THE HISTORY OF SPORT AND PHYSICAL EDUCATION. Edmonton: University of Alberta, May 13-16, 3-23.





Lund, Rolf T.

- 1970 "The origin and early development of skiing in Canada." in PROCEEDINGS OF THE FIRST CANADIAN SYMPOSIUM ON THE HISTORY OF SPORT AND PHYSICAL EDUCATION. Edmonton: University of Alberta, May 13-16, 189-204.

MacEachen, Allan J.

- 1967 "Address by the Honourable Allan J. MacEachen, Minister of National Health and Welfare." In the PROCEEDINGS, CANADIAN SYMPOSIUM OF RECREATION, June 10-16:70-81.

McNair, David

- 1975 "Suggestions on sources of diffusion of physical education, sport and physical recreation from and into Great Britain." in Roland Renson, Pierre Paul de Nayer and Michel Ostyn (eds.), The History the Evolution and Diffusion of Sports and Games in Different Cultures. PROCEEDINGS OF THE FOURTH INTERNATIONAL NISPA SEMINAR, April 1-5, Lennen, Belgium.

Metcalfe, Alan

- 1974a "Sport and athletics: a myth or a reality, a case study - the history of lacrosse, 1840-1890." in PROCEEDINGS FROM THE THIRD CANADIAN SYMPOSIUM ON HISTORY OF SPORT AND PHYSICAL EDUCATION. Halifax: Dalhousie University, August 18-21.

Mitchelson, E. Barry

- 1970 "The YMCA brings basketball to Canada 1892-1914." In PROCEEDINGS OF THE FIRST CANADIAN SYMPOSIUM ON THE HISTORY OF SPORT AND PHYSICAL EDUCATION. Edmonton: University of Alberta, May 13-16, 267-280.

Moriarty, Richard

- 1972c "A model and method for research in organizational history." PROCEEDINGS OF THE SECOND CANADIAN SYMPOSIUM ON THE HISTORY OF SPORT AND PHYSICAL EDUCATION. Windsor: University of Windsor. Produced and Distributed by Sport Canada Directorate, Department of Health and Welfare, Ottawa. May 1-3, 307-344.

Nuremburg, Reet

- 1970 "A history of competitive gymnastics in Canada." in PROCEEDINGS OF THE FIRST CANADIAN SYMPOSIUM ON THE HISTORY OF SPORT AND PHYSICAL EDUCATION. Edmonton: University of Alberta, May 13-16, 231-243.



Redmond, Gerald

- 1975 "An analysis of the evolution and diffusion of the sport of curling in North America." in Roland Renson et al (eds.), The History the Evolution and Diffusion of Sports and Games in Different Cultures. PROCEEDINGS OF THE FOURTH INTERNATIONAL HISPA SEMINAR, April 1-5, Lenven, Belgium.

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- 1972 "The focused interview as a tool of historical research." PROCEEDINGS OF THE SECOND CANADIAN SYMPOSIUM THE HISTORY OF SPORT AND PHYSICAL EDUCATION. Ottawa: Sport Canada Directorate and the Department of Health and Welfare, May 1-3:232-243.

University of Alberta

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## APPENDICES



APPENDIX I

RESEARCH METHODS AND PROCEDURES





## RESEARCH METHODS AND PROCEDURES

Data for this historical-descriptive study was gathered from two major sources:

(1) documents and (2) semi-directed focused interviews.

### 1. Documentary Data

Documentary data was collected from a number of sources. The National Library of Ottawa, the University of Alberta and the University of Ottawa libraries provided information of a general nature. The following institutions provided information that was directly related to the study:

- The Public Archives of Canada (Ottawa)
- The Library of Parliament, House of Commons (Ottawa)
- The Fitness and Amateur Sport Registry (Ottawa)
- The Sport Information Resource Centre (SIRC) of the Coaching Association of Canada (Ottawa)
- The Olympic House Library at Cité du Havre (Montréal)

As well the Fitness and Amateur Sport Branch, the NAC Secretariat, the National Sport and Recreation Centre and the Associations resident there provided a vast resource for documents. For example, reports and minutes concerning specific issues related to a sport or Association were usually uncovered in their current or past files.

Being resident in Ottawa facilitated easy access to these institutions. People in all of these institutions were very cooperative. The fact that the author knew many of these people because of established working relationships



made the total process easier and enjoyable.

The other source of documentary data that proved to be invaluable and most beneficial to the study was from materials provided by many of the individuals interviewed and others interested in the study. Many individuals provided "in house" information and documents labelled confidential. Many of the documents that the Public Archives could not release because of the thirty year rule were obtained in this manner.<sup>1</sup> Some persons opened their personal files to the author and in some cases provided reproduction services. On a number of occasions people forwarded related materials to the author after the interview, voluntarily and upon request.

In a few cases the author used direct correspondence to obtain documents. Many individuals were willing to reproduce and track down articles on the author's behalf. Many colleagues forwarded theses which also proved very helpful. All of the individuals in these organizations cannot be thanked enough.

Documents were analyzed using content analysis procedures similar to those used by Heron (1970) and Short and Innis (1972). Methods outlined by Salter (1974) were employed to keep a record of the documents.

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<sup>1</sup> Information related to elected officials labelled as sensitive cannot be released for at least 30 years.



## 2. Interview Data

In addition to collecting documentary data, the author interviewed sixty four persons that are or were very involved in the fitness and sport system during the 1961 to 1979 period of the study. A sound rationale for using interviews in studies of this nature is provided by Doern and Aucoin (1971:6-7, 12-17). Bryce (1970:56) identified three problems related to interview methods.<sup>2</sup>

- a. Determination of who should be interviewed
- b. Construction of the interview
- c. Handling of the data

a. Determination Of Who Should Be Interviewed. The exploratory nature of the research identified many of the key actors who were influenced or involved in sport at the federal level between 1961 and 1979. The author has studied the subject area for a number of years and for six years worked in a position that was advantageous for identifying key individuals within the sport system.

To support this background a panel of judges was selected to assist in identifying the key individuals involved in the public, shared, and private sectors of the Canadian sport delivery system. Judges were selected on the basis of their knowledge and/or involvement in the federal sport system and were approved by the author's Dissertation Committee. Ten judges were deemed appropriate. Thirteen

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<sup>2</sup> The works of Hill and Kerber (1967), Sellitz, Jahoda, Deutsh and Cook (1959) were also closely reviewed





persons were asked to be judges. Nine persons responded favourably and forwarded detailed lists of their selections. Some judges communicated with the author prior to finalizing their list. The judges for the study were:

- (i) Dr. Thomas Redeck
- (ii) Dr. C.R. "Blackie" Blackstock
- (iii) Mr. Lou Lefaive
- (iv) Dr. W.J. L'Heureux
- (v) Mr. Dan Pugliese
- (vi) Dr. Darwin Semotiuk
- (vii) Mr. Stanley Spicer
- (viii) Dr. Bryce Taylor
- (ix) Mr. Cor Westland

The total number of different persons identified by all judges was 112. A list of 67 persons deemed as key individuals was determined by checking the names which appeared most frequently on the various lists. Each of these persons were sent a personal letter, reply form and a self-addressed stamped envelope for easier return to the author, 9 people could not meet with the author because of his travel constraints and 6 replied negatively.

During the author's travel to places across Canada invariably he would meet people who expressed an interest in the research. When possible and if appropriate these persons were interviewed. Also, as the interviews progressed others were identified by the interviewees who were mentioned often enough to be considered key individuals. When and where possible, as the author travelled, contact was made with these people and on-the-spot interviews were arranged. Coincidentally these informal procedures resulted in 12 "new" persons being interviewed



to arrive at the number of 64.

b. Construction of the Interview. Each interview was conducted in a similar manner. The author would introduce himself and then proceed to outline the nature of the study. At this junction the author would present to the interviewee the interview guide and explain its purpose. The interview guide is illustrated further in this Appendix.

Interview techniques were based on the principles of Moriarty's (1972c) semi-directed focused interview procedures. The procedures have proved very effective in the Idea-Case Method Approach of the Sports Institute for Research at the University of Windsor, in Windsor, Ontario.

The features of this approach is that it allows the interviewees to focus on what they consider as the prime area or issues of importance, it is informal as Moser and Kalton (1971:301) recommend and it is thorough within a relatively short period of time. This latter feature was of utmost importance as some persons could not allow the interview to continue past an hour.

c. Handling of the Data. The interview guide was designed to correspond to Meranto's Model of Legislative Change shown in Figure 1-3. The questions in the interview guide were of a nature suggested by Dahl (1963) for studies of this orientation and operationalized by Baird (1969) in his study of interest groups and departments in the



province of Alberta.

All interviews were taped.<sup>3</sup> Verbatim transcripts were prepared. Transcripts were then reviewed and passages from each were categorized into the areas outlined in Figure 1-3 and according to a time period either preceding or following the Report of the Task Force on Sports for Canadians.

In a few cases information of a sensitive and confidential nature was provided, some of which the interviewees declined to have recorded. This information was used sparingly and as "leads" to other information. Where information of this type was used a secret numbering system was used to identify the interviewee. Only the author knows the numbers that relates to each interviewee.

Samples of the forms, interview guide and correspondence used to collect data for the study follow in this Appendix.

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3 One interview was transcribed because of a mechanical failure.





LISTING OF KEY INDIVIDUALS INVOLVED IN FITNESS AND SPORT IN CANADA FROM 1961 - 1976

On the chart below E=Executive Sector; B=Bureaucratic Sector; P=Private and Shared Sectors. Please check the appropriate column in the chart below to indicate the sector each individual you will list worked in, or was mostly involved in. (Please check only one.)

- E - Executive Sector: Elected representatives with the Federal Government.
- B - Bureaucratic Sector: Employees of the Federal Government.
- P - Private and Shared Sectors: People outside of the Federal Government who have had an influence on the Fitness and Amateur Sport Branch, or who acted as consultants etc. These people may include volunteers, executives, chief executive officers etc. of related agencies and organizations that are considered outside of Government even though they may be 100% funded by the Federal Government.

Rank	Name	Position if Known	Address if Known	Check only one		
				E	B	P

\_\_\_\_\_ These names are listed in rank order of influence  
\_\_\_\_\_ These names are not listed in rank order of influence  
\_\_\_\_\_ All responses are confidential



## INTERVIEW FORMAT

DATE: \_\_\_\_\_ PLACE: \_\_\_\_\_

NAME OF INTERVIEWEE: \_\_\_\_\_

POSITIONS HELD: \_\_\_\_\_

SECTOR (CIRCLE ONE): PRIVATE - SHARED - PUBLIC

LEVEL (CIRCLE ONE): VOLUNTARY - BUREAUCRATIC - ELECTED

TIME PERIOD INVOLVED: 1968-1976

Initial Statement: I am working on a Ph.D. thesis and am interested in understanding the events and trends that have occurred at the Federal level of Government from 1968 to the present time as a result of the enactment of the Fitness and Amateur Sport Act. All interviews will be treated in confidence if you so wish.

I wish that the content of the interview be retained in confidence YES \_\_\_\_\_ NO \_\_\_\_\_.

Reinforcement of Statement. You \_\_\_\_\_ have been identified as one who \_\_\_\_\_ close to developments concerning fitness and sport in Canada during this period and I appreciate the opportunity to interview you and record your observations, perceptions and feelings.

NOTE: Extraorganizational Format is the interview guide used for interviewees who were not directly involved as an employee or elected official of the federal government.

Interorganizational Format is the interview guide used for interviewees who were employees or elected officials of the federal government.



1. EXTRAORGANIZATIONAL FORMATA.1 EVENT

(a) What events have occurred (are occurring) that you believe have had (are having) on the development, promotion and encouragement of fitness and sport in Canada?

(b) Can you identify any (i) legislative laws, (ii) Executive orders or rulings, (iii) administrative decisions or (iv) other events that may have had or are having an effect on Fitness and Sport?

(c) Why do you think these events occurred (are occurring)?

A.2 (a) What have been (are) some of the significant trends in Canada that have had (are having) an effect on the promotion, development and encouragement of fitness and sport in Canada.

(b) Can you identify where and how these trends began?

(c) Can you identify any current or future trends?

(d) Why do you think these trends occurred (are occurring)?

B.1 (a) Who do you think has had (has) a significant influence on the development of fitness and sport at the federal level?

(i) Individuals?

(ii) Organizations?

Private Sector

Shared Sector

Public Sector

(b) Why?

B.2 (a) (i) What do you believe were the initial objectives of the Fitness and Amateur Sport Branch?

(ii) How have these objectives changed over the years?

(iii) What do you believe are the present objectives of the Fitness and Amateur Sport Branch?

(b) Why?

B.3 What do you think the objectives of the Fitness and Amateur Sport Branch should be?

B.4 How effective (achievement) do you think the Fitness and Amateur Sport Branch has been (is)?

B.5 What have been (are) the major problems of fitness and sport in Canada?

---

Concluding Statement: Is there anything that you would like to discuss that we have not talked about relative to fitness and sport in Canada? Could you recommend any reports or documents that would be helpful and available for this study? Close with a positive thankyou reaction for the time and expertise of the interviewee.





11. INTRAORGANIZATIONAL FORMATA. OBJECTIVES

1. What have been (are) the objectives of the Fitness and Amateur Sport Branch?
2. Why and how have (are) these objectives been determined (determined)?
3. Who have (does) made (make) the most significant contributions to the determination of these objectives?
4. What position(s) have (do) these individuals held (hold)?

B. STRUCTURE

1. How have (are) (i) legislative laws, (ii) executive orders or rulings, (iii) administrative decisions or (iv) other decisions been made (made)?
2. Who has made (makes) these decisions?
3. What position(s) have (do) these individuals held (hold)?
4. When have (are) decisions been made (made)?
5. Why have (are) these decisions been made (made)?

C. PROBLEM AREAS

1. EVENTS (a) What events have occurred (are occurring) that you believe have had (are having) on the development, promotion and encouragement of fitness and sport in Canada?

(c) Why do you think these events occurred (are occurring)?

2. TRENDS (a) What have been (are) some of the significant trends in Canada that have had (are having) on the promotion, development and encouragement of fitness and sport in Canada.

(b) Can you identify where and how these trends begun?

(c) Can you identify any current or future trends?

(d) Why do you think these trends occurred (are occurring)?

3. PERCEPTION ABOUT MAJOR DEMAND ARTICULATORS

(a) Who do you think have had (have a significant influence on the development of fitness and sport at the federal level?

(i) Individuals?

(ii) Organizations?

Private Sector

Shared Sector

Public Sector



- (b) Why?
- (c) What do you think they believe the objectives of the Fitness and Amateur Sport Branch has been (is)?
- (d) How effective (achievement) do you think the Fitness and Amateur Sport Branch has been (is)?
- (c) What have been (are) the major problems of fitness and sport in Canada?
- 

CONCLUDING STATEMENT: Is there anything that you would like to discuss that we have not talked about relative to fitness and sport in Canada.

Could you recommend any reports or documents that would be helpful and available for this study.

---

Close with a positive thankyou reaction for the time and expertise of the interviewee





DEPARTMENT OF PHYSICAL EDUCATION  
FACULTY OF PHYSICAL EDUCATION AND RECREATION

This letter is written to seek your assistance with a study we are currently undertaking. During the 1976-1977 academic year, Mr. Bill Hallett, a graduate student at the University of Alberta began collecting data for a doctoral dissertation. The purpose of the study is to describe the organizational development and activities of the Fitness and Amateur Sport Branch of the Department of National Health and Welfare between 1968 and 1976.

We are requesting a personal interview with you because of your involvement in fitness and sport in Canada. The information you provide will ensure a high standard of work and a high degree of accuracy. Much preliminary work has been completed on this project and your assistance is critical to the successful completion of the study.

We would appreciate it if you would fill out the enclosed form and return it in the envelope provided.

Thank you very much. Your assistance will be sincerely appreciated.

Respectfully yours,





## REPLY FORM

To facilitate communication we ask that you fill this form out and return it in the self-addressed envelope provided.

The interview will take on hour to complete.

- ☐ 1. I am willing to meet Mr. Hallett and have tentatively scheduled an appointment with him for the following date and time:

\_\_\_\_\_, Nov./ Dec./ Jan., \_\_\_\_\_ a.m.  
day mon.-circle one time p.m.

- ☐ 2. An alternative date and time that I could meet with Mr. Hallett in case of unforeseen commitments of my own, or unavailability on his part, etc. would be:

\_\_\_\_\_, Nov./ Dec./ Jan., \_\_\_\_\_ a.m.  
day mon.-circle one time p.m.

- ☐ 3. Mr. Hallett may contact me while conducting research in this area and set up an appointment at that time.

- ☐ 4. I will not be able to meet with Mr. Hallett.

5. Other comments.

6. NAME: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

TELEPHONE: \_\_\_\_\_



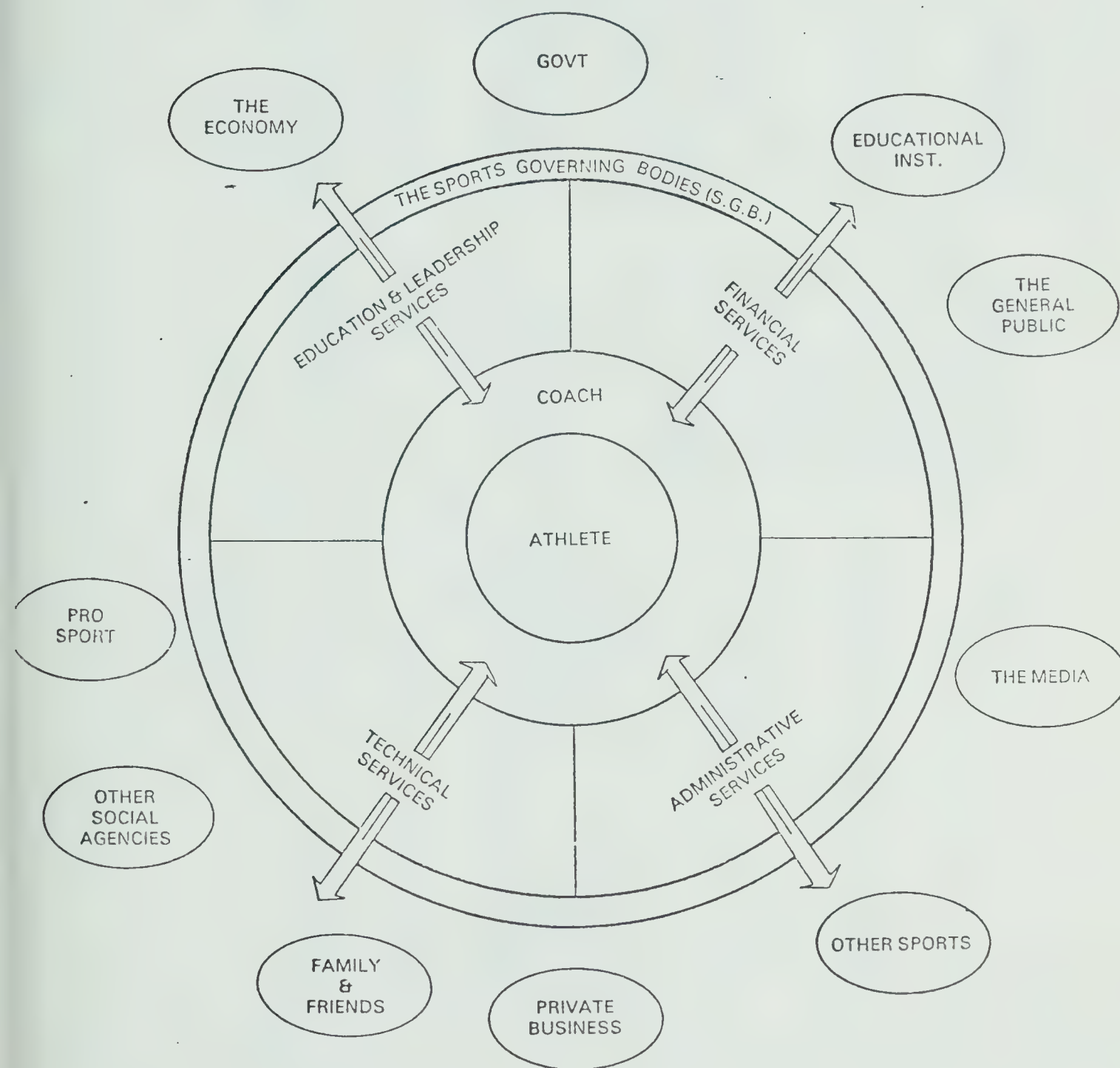
APPENDIX 2

DIAGRAMMATIC REPRESENTATIONS OF THE SPORT  
DELIVERY SYSTEM IN CANADA

(SOURCE: Baka, 1978a:613-617)



APPENDIX 2-1  
 THE SPORT SYSTEM  
 THE SPORTS WORLD



Source: Taylor, 1976:11





## APPENDIX 2-2

## CANADIAN SPORT STRUCTURE

TYPE/LEVEL	SPORT ASSOCIATION	MULTI-SPORT AGENCIES	EDUCATION/PROFESSIONAL AGENCIES	GOVERNMENT
International	International Sport Federations	e.g. I.O.C. G.A.I.F. Commonwealth Federation	F.I.S.U. I.C.H.P.E.R. I.C.S.P.E. F.I.M.S.	(U.N.E.S.C.O.)
National	National Sport Governing Bodies e.g. C.A.H.A. C.F.S.A. C.S.A. Games Association	Canada Games Council Sports Federation of Cda Canadian Olympic Assoc. Aquatic Federation of Cda National Sport and Recreation Centre	C.I.A.U. C.A.H.P.E.R. C.H.I.A.U. C.A.S.S. C.C.A.A. C.A.S.H. C.F.P.S.A.A. C.A.G.	Ministry for Fitness and Amateur Sport
Inter-Provincial	Regional Branches	Western Canada Games	University Athletic Conferences	Provincial Directors Council
Provincial	Provincial S.G.B.	Provincial Sports Federation	Provincial Branches of University Professional Community & Organization High School Association	Provincial Ministries for Sport
Regional	Zone / regional	Regional Sport Councils	University & Colleges Regional School Districts High Sch. Athletic Assoc. Regional / Zones	Provincial Regional offices
Local Community	Clubs	Municipal / Community	high School Phys. Ed. Community Colleges Schools	Municipal Recreation Dept/Council/Commission

Source: Bedeck1, 1976



APPENDIX 2-3  
CANADIAN SPORT STRUCTURE

	FITNESS/SPORTS/ RECREATION PROFESSIONAL ASSOCIATIONS	SPORT GOVERNING BODIES	RECREATION AGENCIES	FITNESS	MULTISPORT AGENCIES	PRIVATE SECTOR BUSINESS/ INDUSTRY	EDUCATION  EDUCATIONAL ATHLETICS	PHYSICAL EDUCATION	GOVERNMENT
INTERNATIONAL		International Sports Federations			International Olympic Committee Pan-Am Games British Comm. Games Pacific Conf. Games Olympiad for the Phys. Disabled National Cir. for Sport & Recreation Coach. Assoc. of Canada Sport Info Resource Centre Can. Olympic Assoc. Sports Fed. Canada Canada Games		World Student Games	ICMIER	UNESCO
NATIONAL		National Sports Gover- ning Bodies (78) Games Association	Canadian Parks & Recreation Assoc YMCA-YMCA Red Cross Canadian Youth Hostels	Participation YMCA - YMCA CAUIPER			CTAU CMIAU CCAA CFPSAA	CAUIPER	Fitness and Amateur Sport Branch Other Federal Agencies eg. DINA - Parks Canada ITC - Tourism
PROVINCIAL		Provincial Sports Governing Bodies	Council of Presidents Adv. Rec. Society Prov. Municipal Rec. Society Prov. Parks Assoc Prov. Arenas Assoc.	Prov. PHEA Prov. Heart Foundation	Fed. of Prov. Sport Governing Bodies Sport Med. Comm. Prov. Sports Thera- pists Assoc. Prov. Sport Admin. Centre	Industry Sponsor & Clubs and Leagues Health Clubs	Prov. UAA Prov. HIAA Prov. CAA Prov. FSAA	Prov. PHEA Committee of Directors of Athletics and Recreation	Prov. Ministry of Culture and Recreation, Sports and Fitness
REGIONAL AND LOCAL		Local Associations Clubs Leagues Teams	Local Neighbour- hood Assoc. YMCA - YMCA Red Cross	Municipal Recreation Programs Pilot Communities for Participa- tion	Arctic Games Northern Games Western Canada Games	Fitness Institute Industrial Leagues Industrial Rec. Employee Fitness Health Clubs	University Athletics College Continuing Education High School Athletes	Degree and Diploma Programs Physical Education Program	Regional Prov. Govt. Offices Municipal Parks/ Recreation Department

Source: Bedeckl, 1976

PARTICIPATION





# APPENDIX 2-4

The growing number of sport related agencies in both the public and private sectors in Canada often present a confusing picture to both administrators and participants alike, at all levels of sport involvement from local to national. The sportsman is seldom aware of the vast network of organizations involved in the development of amateur sport, and as a result, most are unable to take full advantage of all the resource opportunities presently available.

The grid diagram is an attempt to visually relate the organizations responsible for, or involved in, amateur sport in Ontario and Canada. The grid is understood if the margins (bottom, top and left side) are studied first. Generally speaking, the groups in the "Sport Support Sector" provide some programs or services in "support" of the agencies in the "Sport Program Sector". Their involvement with the sport participant is usually of a secondary nature.

Along the left-hand margin, the various levels of involvement are noted, starting at the bottom with the municipal or local level and proceeding up to international activity. The sport involvement of any agency may be determined by locating it on the grid, then tracing vertically and horizontally to discover its possible connections with other organizations.

## THE ORGANIZATION OF AMATEUR SPORT IN ONTARIO AND CANADA

Douglas S. Cowan  
Lecture Dimensions  
1878

LEVEL	SPORT GOVERNING BODY	RECREATION AGENCIES	EDUCATION	GOVERNMENT	MULTISPORT AGENCIES	RESEARCH	BUSINESS	FITNESS
INTERNAT	International S.G.B.'s eg F.I.G. (Gymnastics) I.M.R. (Hockey) F.I.M.A. (Swimming) F.I.F.A. (Soccer)		World Student Games Physical Education and Recreation (ICHPER)	Dept. of National Health & Welfare F.I.R. & Amateur Sport Branch Sport Canada Provincial Directors Council	International Olympic Committee (IOC) Pan American Games British Commonwealth Games Pacific Conference Games Olympic for the Physically Disabled	International Congress on Physical Activity Sciences International Sociological Assoc. Sociology of Sport Canter		
NATIONAL	National S.G.B.'s (78) eg C.A.S.A. (Swimming) C.A.M.A. (Hockey) C.G.F. (Gymnastics) C.S.A. (Soccer)	Canadian Parks/Recreation Association Y.M.C.A. Y.W.C.A. Red Cross	C.I.A.U. C.W.I.U. C.C.A.A. C.F.P.S.A.	Dept. of National Health & Welfare F.I.R. & Amateur Sport Branch Sport Canada Provincial Directors Council	National Centre for Sport and Rec. Coaching Assoc. of Canada (C.A.C.) Sport Info Resource Centre (S.I.R.C.) Canadian Olympic Association (C.O.A.) Sports Federation of Canada C.O.J.U. Canada Games	Canadian Congress on Leisure Research	Olympic Trust Canadian Sporting Goods Assoc. Equipment Facility O'Keefe Sports Foundation Health Clubs	Participation Y.M.C.A. Y.W.C.A. CANPER
INTERPROV			Ontario (Quebec) College Championships	Provincial Directors Council	Western Canada Games			
PROVINCIAL (ONTARIO)	Provincial S.G.B.'s (80) eg C.A.S.A. (Ontario Section) O.M.A. (Hockey) O.G.F. (Gymnastics) O.S.A. (Soccer)	Council of Presidents Ontario Recreation Society (O.R.S.) Ontario Municipal Recreation Assoc. (O.M.R.A.) Society for Directors of Municipal Recreation in Ontario (S.D.M.R.O.) Ontario Parks Association (O.P.A.) Ontario Athletic Association (O.A.A.)	O.U.A.A. O.W.I.A.A. O.C.A.A. O.F.S.A.A.	Ministry of Culture & Recreation Sports & Fitness Division Sports Services Branch	Canadian Council of Provincial Sports Federations Sport Ontario (Federation of Prov. S.G.B.'s) O.M.A. Sports Medicine Committee Ontario Sports Therapists Association Ontario Sports Administrative Centre Inc.	Ontario Research Council on Leisure Task Force on Sport Research	Ontario Milk Marketing Board (Gymnastics) Pepsi (Curling) Health Clubs	O.P.H.E.A. Ontario Heart Foundation
REGIONAL	Provincial S.G.B.'s Districts/Regions eg C.A.S.A. (Ontario Section) 10 O.M.A. 3 Branches O.G.F. 8 O.S.A. 14	Zones (O.M.R.A.) Area professional groups	University College zones of O.F.S.A.A. eg C.O.S.S.A. C. College Continuing Education Programs	Six Provincial Regional Offices Ministry of Culture & Rec. Regional Universities eg Metropolitan Toronto Parks Department	Regional Sports Councils eg M.E.U.S.C. (North Eastern Ontario Sports Council) N.W.O.S.C.			Regional Councils
MUNICIPAL	Local Associations Clubs Leagues Teams Individuals	Local Neighbourhood Associations Y.M.C.A. Y.W.C.A. Red Cross Apartment physical recreation facilities Boys' Club	High School Athletics Physical Education Programs	Municipal Recreation Dept. eg London Parks and Rec. Dept.	Community Sports Councils eg Etobicoke Sports Council		Private Institute Industrial Leagues Industrial Recreation Employee Fitness Health Clubs (Via Family's)	Pilot Communities for Participation (eg Peterborough) Municipal Recreation Programs
SPORT PROGRAM SECTOR								
SPORT SUPPORT SECTOR								





APPENDIX 3-1

AN ACT TO ENCOURAGE FITNESS AND AMATEUR SPORT



## APPENDIX 3-1

## CHAPTER F-25

## An Act to Encourage Fitness and Amateur Sport

## SHORT TITLE

- Short Title      1. This Act may be cited as the Fitness and Amateur Sport Act. 1960-61,c.59,s.1.

## INTERPRETATION

- Definitions      2. In this Act  
 "agreement"      "agreement" means an agreement entered into under this Act;  
 "Council"        "Council" means the National Advisory Council on Fitness and Amateur Sport established by this Act;  
 "member"        "member" means a member of the Council;  
 "Minister"       "Minister" means the Minister of National Health and Welfare. 1960-61,c.59,s.2.

## OBJECTS AND POWERS

- Objects and Powers      3. The objects of this Act are to encourage, promote and develop fitness and amateur sport in Canada, and, without limiting the generality of the foregoing, the Minister may, in furtherance of such objects,  
     (a) provide assistance for the promotion and development of Canadian participation in national and international amateur sport;  
     (b) provide for the training of coaches and such other personnel as may be required for the purposes of this Act;  
     (c) provide bursaries or fellowships to assist in the training of necessary personnel;  
     (d) undertake or assist in research or surveys in respect of fitness and amateur sport;  
     (e) arrange for national and regional conferences designed to promote and further the objects of this Act;  
     (f) provide for the recognition of achievement in respect of fitness and amateur sport by the grant or issue of certificates, citations or awards of merit;  
     (g) prepare and distribute information relating to fitness and amateur sport;



- (h) assist, cooperate with and enlist the aid of any group interested in furthering the objects of this Act;
- (i) coordinate federal activities related to the encouragement, promotion and development of fitness and amateur sport, in cooperation with any other departments or agencies of the Government of Canada carrying on such activities; and
- (j) undertake such other projects or programs, including the provision of services and facilities or the provision of assistance therefore, in respect of fitness and amateur sport as are designed to promote and further the objects of this Act. 1960-61, c.59, s.3.

#### GRANTS AUTHORIZED

##### Grants Authorized

- 4. The Minister, in furtherance of the objects of this Act, may with the approval of the Governor in Council make grants to any agency, organization or institution that is carrying on activities in the field of fitness or amateur sport. 1960-61, c.59, s.4.

#### AGREEMENTS AUTHORIZED

##### Agreements Authorized

- 5. (1) The Minister may, with the approval of the Governor in Council, enter into an agreement with any province, for a period not exceeding six years, to provide for the payment by Canada to the province of contributions in respect of costs incurred by the province in undertaking programs designed to encourage, promote and develop fitness and amateur sport.

##### "Costs"

- (2) In this section, "costs" incurred by a province means the costs incurred by the province determined as prescribed in the agreement made under this section between the Minister and the province.

##### "Programs Designed to Encourage, Promote and Develop Fitness"

- (3) In this section the expression "programs designed to encourage, promote and develop fitness and amateur sport" in respect of a province, means programs, as defined





and Amateur  
Sport

in the agreement made under this section between the Minister and the province, that are designed to further the objects of this Act. 1960-61, c. 59, s. 5.

#### AMENDMENT OF AGREEMENT

Amendment of  
Agreement

6. Any agreement made under this Act may be amended
  - (a) with respect to the provisions of the agreement in respect of which a method of amendment is set out in the agreement, by that method; or
  - (b) with respect to any other provision of the agreement, by the mutual consent of the parties thereto with the approval of the Governor in Council. 1960-61, c. 59, s. 6.

#### COUNCIL ESTABLISHED

Council  
Established

7. (1) There shall be a Council to be called the National Advisory Council on Fitness and Amateur Sport, consisting of not more than thirty members to be appointed by the Governor in Council.

Tenure

- (2) Each of the members of the Council shall be appointed to hold office for a term not exceeding three years.

Chairman

- (3) The Governor in Council shall designate one of the members to be chairman.

Composition

- (4) Of the members of the Council, at least one shall be appointed from each province.

Quorum

- (5) A majority of the members constitutes a quorum of the Council, and a vacancy in the membership of the Council does not impair the right of the remaining members to act.

Absence or  
Incapacity

- (6) In the event of the absence or temporary incapacity of any member, the Governor in Council may appoint a person to act in his stead during such absence or incapacity.

Functions

- (7) The Council may make rules for regulating its proceedings and the



performance of its functions and may provide therein for the delegation of any of its duties to any special of standing committee of its members. 1960-61,c.59,s.7.

#### REMUNERATION OF CHAIRMAN

- |                                |  |
|--------------------------------|--|
| Remuneration of Chairman       | 8. (1) The chairman of the Council shall be paid such remuneration for his services as may be fixed by the Governor in Council.  |
| Travelling and Living Expenses | (2) The members other than the chairman shall serve without remuneration, but each member is entitled to be paid reasonable travelling and other expenses incurred by him in the performance of his duties. 1960-61, c.59,s.8. |

#### REFERENCE TO COUNCIL

- |                                |   |
|--------------------------------|---|
| Reference to Council           | 9. (1) The Minister may refer to the Council for its consideration and advice such questions relating to the operation of this Act as he thinks fit.  |
| Council to Consider and Advise | (2) The Council shall give consideration to and advise the Minister on<br>(a) all matters referred to it pursuant to subsection (1), and<br>(b) such other matters relating to the operation of this Act as the Council sees fit. 1960-61,c.59,s.9. |

#### GENERAL

- |                                |  |
|--------------------------------|--|
| Payments Out of C.R.F.         | 10. The Minister of Finance shall, upon the certificate of the Minister, authorize payment out of the Consolidated Revenue Fund of such amounts not exceeding in the aggregate five million dollars in any one fiscal year as may be required for the purposes of this Act. 1960-61,c.59.s.10. |
| Officers, Clerks and Employees | 11. Such officers, clerks and other employees as are necessary for the administration of this Act shall be appointed under the Public Service Employment Act. 1960-61, c.59,s.11.  |



Regulations      12. The Governor in Council may make regulations

- (a) defining the purposes of this Act the expressions "fitness" and "amateur sport";
- (b) respecting the provision of facilities in respect of fitness and amateur sport; and
- (c) generally, for carrying into effect the purposes and provisions of this Act.

1960-61, c.59, s.12.

Report to Parliament

13. The Minister shall, within three months after the termination of each fiscal year, prepare an annual report on the work done, moneys expended and obligations contracted under this Act and cause a report to be laid before Parliament if Parliament is then sitting or, if Parliament is not sitting, on any of the first fifteen days next thereafter that Parliament is sitting. 1960-61, c.59, s.13.

Source: Revised Statutes of Canada, 1970  
Volume III  
Chapter D-1/G-S  
pp 3249-3253





APPENDIX 3-2

THE NATIONAL PHYSICAL FITNESS ACT, 1943



## APPENDIX 3-2

## CHAPTER 29

An Act to Establish a National Council for the Purpose of  
Promoting Physical Fitness

[Assented to July 24, 1943]

His Majesty, by and with the advice and consent of the  
Senate and House of Commons of Canada, enacts as follows:

- |                             |  |
|-----------------------------|--|
| Short Title                 | 1. This Act may be cited as The National Physical Fitness Act.   |
| Definitions                 | 2. In this Act unless the context otherwise requires,  |
| "Council"                   | (a) "Council" means the National Council on Physical Fitness;  |
| "Director"                  | (b) "Director" means the National Director of Physical Fitness;  |
| "Fund"                      | (c) "Fund" means The National Physical Fitness Fund established by this Act;   |
| "Minister"                  | (d) "Minister" means the Minister of Pensions and National Health.   |
| Constitutions of Council    | 3. (1) There shall be a council to be called the "National Council on Physical Fitness" which shall consist of not less than three members and not more than ten members who shall be appointed by the Governor in Council.                  |
| Tenure of Office of Members | (2) The members shall hold office for a period of three years, provided that of those first appointed, three members shall be appointed to retire in one year, three members in two years and the remaining members, if any, in three years. |
| Re-appointment              | (3) Any retiring member shall be eligible for re-appointment.  |
| Removal for Cause           | (4) Each member shall hold office during good behaviour for the period of his appointment, but may be removed for cause at any time by the Governor in Council.  |
| Filling Casual Vacancy      | (5) In the event of a casual vacancy occurring in the Council, the Governor in Council may appoint a person to fill such vacancy for the balance of the term of the member replaced.   |
| Chairman                    | (6) The Governor in Council shall designate one of the members to be Chairman of the Council who shall be  |



- known as, and bear the title of "National Director of Physical Fitness".
- Expenses of Members (7) No member of the Council, with the exception of the Director, shall receive any payment or emolument for his services, but each member shall be entitled to receive and be paid out of the Fund his actual disbursements for expenses necessarily incurred in connection with the discharge of his duties under this Act.
- Salary of Director (8) The Director shall be paid out of the Fund such annual salary as may be determined by the Governor in Council.
- Headquarters of Council (9) The headquarters of the Council shall be at the City of Ottawa, in the province of Ontario, and the Council shall meet at such times and places as the Minister may appoint, but not less than twice yearly, in the said City of Ottawa.
- Employment of Staff (10) Such professional, technical and other officers, clerks and employees as may be required for the purposes of this Act shall be appointed or employed in the manner authorized by law.
- Power to Make Rules (11) The Council may make rules for regulating its proceedings and the performance of its functions.
- Duties and Powers of Council 4. (1) It shall be the duty of the Council to promote the physical fitness of the people of Canada and in the performance of such duty it may
- (a) assist in the extension of physical education in all educational and other establishments;
  - (b) encourage, develop and correlate all activities relating to physical development of the people through sports, athletics and other similar pursuits;
  - (c) train teachers, lecturers and instructors in the principles of physical education and physical fitness;
  - (d) organize activities designed to promote physical fitness and to provide facilities therefor; and
  - (e) cooperate with organizations such as indicated in section seven engaged in the development of





- physical fitness in the  
amelioration of physical defects  
through physical exercise.
- Idem. (2) The Council shall carry out such other duties as are required by this Act or regulations made hereunder.
- Director as  
Chief  
Executive  
Officer 5. The Director shall be the chief executive officer of the Council and shall perform such of the duties and exercise such of the powers of the Council as are from time to time imposed upon or delegated to him by the Council and, if authorized by the Council he may execute instruments and documents on its behalf.
- Powers  
respecting  
Contracts  
Generally 6. (1) With the approval of the Minister, the Council may enter into contracts and acquire personal property on behalf of His Majesty for the purposes of the Council, but no contract shall be entered into by the Council involving an expenditure in excess of five thousand dollars unless authorized by the Governor in Council.
- Real Property (2) Real property may be acquired on behalf of His Majesty pursuant to this Act with the approval of the Governor in Council.
- Power of  
Minister to  
make Agreement  
with Province  
to give  
Financial  
Assistance 7. Where a province establishes an organization for the purpose of cooperating with the Council in carrying out the provisions of this Act, and such province undertakes to develop a plan of physical fitness satisfactory to the Minister, the Minister may, with the approval of the Governor in Council, enter into an agreement covering any period with such province to provide, out of the Fund, financial assistance for the purpose of assisting such province in carrying out such plan, but the amount of such financial assistance in any year shall not exceed the sum which bears the same proportion to the sum of two hundred and twenty five thousand dollars as the population of such province as shown by the last decennial census bears to the population of Canada as shown by such census, or an amount equal to one-half of the moneys actually expended by such province in carrying out such plan, whichever is the less.



"The  
National  
Fitness  
Fund"

8. There shall be a special account in the Consolidated Revenue Fund to be known as "The National Physical Fitness Fund" to which shall be credited all sums of money which may be appropriated by Parliament for the purposes of this Act, and all sums of money received by way of grant, bequests, donations or otherwise for the purposes of or on behalf of the Council.

Power of  
Minister of  
Finance to  
make Disburse-  
ments on  
Requisition  
of Council.  
1931,c27.

9. Notwithstanding the provisions of The Consolidated Revenue and Audit Act, 1931, the Minister of Finance may, subject to the provisions of this Act, make disbursements from the Fund on the requisition of the Council for the following purposes, or any of them;
- (a) the payment of the salaries of all persons appointed or employed under or pursuant to the provisions of this Act;
  - (b) the payment of all sums of money required by the Council for the carrying out of its duties and the exercise of its powers under this Act, together with all necessary expenses in connection therewith; and
  - (c) such other payments as may be authorized by this Act.

Power of  
Minister to  
refer matters  
to Council  
for investi-  
gation and  
report

10. The Minister may, from time to time, refer to the Council for consideration and advice, such matters relating to the operation of this Act as he thinks fit, and the Council shall investigate and report thereon to the Minister.

Annual and  
other reports  
of Council to  
Minister

11. The Council shall, on or before the thirtieth day of April in each year, submit a report to the Minister upon all activities of the Council during the last preceding fiscal year, and shall, whenever so required by the minister, furnish the Minister with such information and reports as he may require.

Administra-  
tion of Act

12. This Act shall be administered by the Minister of Pensions and National Health.



Report to Parliament      13. The Minister shall, as soon as possible, but not later than three months after the termination of each fiscal year, submit an annual report to Parliament covering the administration of this Act for such fiscal year, and such report shall contain a statement of all amounts paid into or credited to the Fund and all disbursements therefrom and shall include the regulations made under this Act.

Regulation      14. The Governor in Council may make regulations for the purpose of giving effect to this Act.

Proclamation      15. This Act shall come into force on a date to be fixed by proclamation of the Governor in Council.

Source: Prefix to Statutes, 1943-44 containing list of proclamations from January, 1943 to January, 1944.

Ottawa: Printed by Edmond Cloutier, Law Printer to the King's Most Excellent Majesty, 1944:157-160.

NOTE: Underlining not included in original copy of the Act. This was done to highlight certain aspects of the Act.





APPENDIX 3-3

AN ACT TO REPEAL THE NATIONAL PHYSICAL FITNESS ACT



## APPENDIX 3-3

## BILL 475

## THE HOUSE OF COMMONS OF CANADA

## An Act to Repeal the National Physical Fitness Act.

R.S.,c.190      Her Majesty, by and with the advice and consent of the Senate and House of Commons of Canada, enacts as follows:

Repeal            1. The National Physical Fitness Act, chapter 190 of the Revised Statutes of Canada, 1952, is repealed.

Transitional    2. Notwithstanding section 1, the said Act continues in force for the purpose of carrying out and giving effect to any agreement made with a province under Section 7 of the said Act and in effect at the coming into force of this Act.

Note:            First reading June 15, 1954  
                  Second and third readings June 22, 1954

Source:        Sawula (1977:244)



APPENDIX 3-4

AN ACT RESPECTING THE 1976 SUMMER OLYMPIC GAMES





## APPENDIX 3-4

## 21-22 ELIZABETH II

## CHAPTER 31

## An Act Respecting the 1976 Summer Olympic Games

[Assented to July 27, 1973]

Preamble           Whereas the Summer Olympic Games are to be held in Canada in 1976 for the first time in the history of the Olympic Games and it is desirable to facilitate the holding of the 1976 Summer Olympic Games and to commemorate the event;

And whereas there is a domestic and international market for coins and stamps commemorating events of this kind among both collectors of coins and stamps and people interested in acquiring souvenirs;

And whereas the existing law respecting lotteries limits the effectiveness of a lottery in Canada as a means to assist the financing of the 1976 Summer Olympic Games and the development of amateur sport in Canada;

Now therefore Her Majesty, by and with the advice and consent of the Senate and House of Commons of Canada, enacts as follows:

## SHORT TITLE

Short Title       1. This Act may be cited as the Olympic (1976) Act.

## INTERPRETATION

Definitions      2. In this Act,

"Olympic"        "Olympic" means the 1976 Summer Olympic Games;

"Olympic coin"   "Olympic coin" means a special coin commemorating the Olympic issued under the authority of section 3;

"Olympic Corporation"   "Olympic Corporation" means the Organizing Committee of the 1976 Olympic Games, a body corporate incorporated under the laws of the Province of Quebec;

"Olympic stamp"   "Olympic stamp" means a special postage stamp commemorating the Olympic issued under the authority of section 6.



## OLYMPIC COINS

- |                                       |   |
|---------------------------------------|---|
| Olympic commemorative coins           | 3. (1) Notwithstanding section 5 of the Currency and Exchange Act, the Governor in Council, on the recommendation of the Minister of Finance, may by proclamation authorize the issue for circulation in Canada of silver coins bearing the respective dates of 1973, 1974, 1975 and 1976 of the denominations of \$5 and \$10 commemorating the Olympic. |
| Standard of coins                     | (2) Each Olympic coin shall be of such standard weight, standard millesimal fineness and remedy allowance as the Governor in Council may prescribe in respect thereof.  |
| Legal Tender                          | 4. (1) Subject to this section, a tender of payment of money in Olympic coins is a legal tender if it is made for payment of an amount not exceeding twenty dollars, but for no greater amount.   |
| Different amounts payable on same day | (2) Where more than one amount is payable by one person to another on the same day, whether under one or more obligations, subsection (1) applies as though the total of the amounts payable were one amount due and payable on that day.   |
| Certain coins not legal tender        | (3) An Olympic coin that<br>(a) is bent, mutilated or defaced,<br>(b) has been reduced in weight, otherwise than by abrasion through ordinary use, or<br>(c) has been called in pursuant to section 5,<br>is not legal tender.  |
| Powers of Governor in Council         | 5. (1) The Governor in Council may by proclamation<br>(a) prescribe the dimensions and design of any Olympic coin;<br>(b) prescribe the standard weight, standard millesimal fineness and remedy of allowance of Olympic coins of each denomination; ;and<br>(c) call in Olympic coins of any date and denomination.                                      |
| No sale for less than face value      | (2) An Olympic coin shall not be issued or sold by the Government of Canada at less than the face value of the coin or under any arrangement whereby the net consideration received by the Government of Canada for the coin is less than its face value.   |



- |  |   |
|--|---|
| Total amount<br>of face value            | (3) The total amount of the face value of all Olympic coins issued or sold pursuant to this Act shall not exceed four hundred and fifty million dollars exclusive of the total amount of the face value of any such coins that are redeemed.  |
| Minister of<br>Finance                   | (4) Where in the opinion of the Minister of Finance the amount of Olympic coins in circulation in Canada may be detrimental to the Canadian currency, the Minister shall redeem such amount of Olympic coins as he deems necessary.   |
| Persons<br>associated<br>with<br>Olympic | (5) No person who is involved in the promotion or operation of the Olympic or who has a financial interest with respect to the Olympic shall offer or give to any other person any subsidy, commission, benefit or other pecuniary incentive for the purchase of Olympic coins that would directly or indirectly result in the net consideration being paid for such coins by that other person being less than the face value of the coins so purchased. |
| Postmaster<br>General                    | (6) The Postmaster General is hereby authorized to administer the promotion, distribution and merchandising of Olympic coins within and outside Canada.   |

#### OLYMPIC STAMPS AND POSTAL RELATED PRODUCTS

- |   |   |
|---|---|
| Olympic<br>commemorative<br>stamps and<br>related<br>products | 6. (1) Subject to the Post Office Act, the Postmaster General may cause to be manufactured and distributed for sale during 1973, 1974, 1975 and 1976<br>(a) special postage stamps commemorating the Olympic; and<br>(b) postal related products commemorating the Olympic.                                     |
| "Postal<br>related<br>products"<br>defined                    | (2) For the purposes of this Act, the expression "postal related products" means<br>(a) philatelic products or any articles related to such products; or<br>(b) products featuring postage stamps or reproductions of postage stamps and intended as souvenirs whether or not they have any functional purpose. |





- Price of stamps
7. Olympic stamps may, in accordance with the Post Office Act, be sold at a price equal to
- (a) the amount of the postage rate indicated thereon; and
  - (b) such additional amount as may be fixed by regulation of the Postmaster General with the approval of the Governor in Council for the purpose of providing financial assistance to the Olympic.
- Disposal of net proceeds
8. (1) The net proceeds from the sale of Olympic stamps and postal related products shall be deemed not to be postal revenue within the meaning of the Post Office Act and shall be paid into the Consolidated Revenue Fund.
- Meaning of "net proceeds"
- (2) For the purposes of this Act, the net proceeds from the sale of Olympic stamps and postal related products are
- (a) in the case of Olympic stamps,
    - (i) the net proceeds, as determined by the Postmaster General, derived from that part of the sale price of the stamps that is an additional amount described in paragraph 7(b), and
    - (ii) if, in the opinion of the Postmaster General, the sale was made for the purpose of stamp collecting and not for the payment of postage, the net proceeds, as determined by him, derived from the sale of the stamps; and
  - (b) in the case of postal related products, the net proceeds, as determined by the Postmaster General, from the sale of the postal related products.
- Agents Commission
9. The Postmaster General may authorize agents inside and outside Canada to sell Olympic stamps and postal related products and, notwithstanding paragraph 5(1)(h) of the Post Office Act, may allow to the agents such commission as may be fixed by regulation of the Postmaster General with the approval of the Governor in Council.



# LOTTERIES

Olympic  
lottery  
authorized

10. (1) Notwithstanding any of the provisions of Part V of the Criminal Code relating to gaming and betting, it is lawful
  - (a) for the Olympic Corporation to cause a lottery scheme to be conducted and managed by the Corporation or by its agent, in accordance with such regulations as may be made by the Governor in Council in that behalf, in a province during any period approved by the lieutenant governor in council of that province for the conducting and managing of the lottery scheme in that province if the proceeds from the lottery scheme are used for the purpose of providing financial assistance for the Olympic and for the development of amateur sport in that province; and
  - (b) for any person, in connection with the lottery scheme and in accordance with the regulations referred to in paragraph (a), to do anything described in paragraphs 180(1)(a) to (f) or subsection 189(4) of the Criminal Code, in a province during the period in which it is unlawful in accordance with paragraph (a) to conduct the lottery scheme in that province.

"Lottery  
scheme"  
defined

- (2) In this section, "lottery scheme" has the meaning given to that expression by section 190 of the Criminal Code.

## OLYMPIC ACCOUNT

Olympic  
Account

11. (1) There shall be established in the accounts of Canada an account to be known as the Olympic Account.
- (2) There shall be credited to the Olympic account
  - (a) the proceeds less production costs, as determined by the Minister of Finance, before deduction of the costs referred to in paragraph (3)(a), derived by Canada from the issue and sale of Olympic coins; and

Credits to  
Account



- (b) the amount of the net proceeds derived by Canada from the sale of Olympic stamps and postal related products as determined under section 8.
- Charges on Account (3) There shall be paid out of the Consolidated Revenue Fund and charged to the Olympic Account
- (a) all administrative, merchandising, distribution, promotion and other costs incurred by Canada in connection with the distribution and sale of Olympic coins as determined by the Postmaster General;
- (b) the net costs, as determined by the Minister of Finance, of any redemption of Olympic coins pursuant to subsection 5(4); and
- (c) all amounts paid to the Olympic Corporation pursuant to subsection (4).
- Payments to Olympic Corporation (4) Subject to such terms and conditions as the Governor in Council may prescribe, the Minister of Finance may authorize the payment, from time to time, to the Olympic Corporation out of the Consolidated Revenue Fund of such part of any amount then standing to the credit of the Olympic Account as exceeds the amount that in his opinion may be required for the payment of the costs referred to in paragraphs (3)(a) and (b).
- Limitation (5) The aggregate amount of all payments made to the Olympic Corporation under this section shall not exceed two hundred and sixty million dollars and, subject to subsection (6), no payment shall be made out of the Consolidated Revenue Fund under this section in excess of the amount then standing to the credit of the Olympic Account.
- Permitted deficit (6) During the first twelve months after this Act comes into force, payment of the costs referred to in paragraph (3)(a) may be made out of the Consolidated Revenue Fund and charged to the Olympic Account notwithstanding the amount standing to the credit of that Account at the time of payment, but the Olympic Account shall not have a deficiency for any greater amount than five hundred thousand dollars,





or have a deficiency at any time after those first twelve months.

#### GENERAL

Income Tax  
Act applica-  
tion

12. The Olympic Corporation shall be deemed to be a registered Canadian amateur athletic association as described in paragraph 110(8)(b) of the Income Tax Act for the purposes of this Act.

Report of  
Minister of  
Finance

13. (1) Not later than forty-five days after the expiration of March 1974, and the expiration of every sixth month thereafter, the Minister of Finance shall prepare a report upon all matters for which he has responsibility relating to the Olympic coins including, without limiting the generality of the foregoing,
- (a) the costs incurred with respect to the minting of Olympic coins;
  - (b) the amount of Olympic coins issued pursuant to this Act;
  - (c) the respective dates and denominations of such Olympic coins;
  - (d) the respective standard weight, standard millesimal fineness and remedy allowance prescribed in respect of such Olympic coins by date and denomination thereof;
  - (e) the amount and other particulars of any Olympic coins redeemed by the Minister of Finance and the net costs of any such redemption; and
  - (f) the aggregate amount of all payments made to the Olympic Corporation pursuant to this Act.

Report of  
Postmaster  
General

- (2) Not later than forty-five days after the expiration of March 1974, and the expiration of every sixth month thereafter, the Postmaster General shall prepare a report upon all matters for which he has responsibility relating to the Olympic coins including, without limiting the generality of the foregoing,
- (a) all administrative, merchandising, distribution, promotion and other costs incurred by Canada within and outside Canada in connection with the distribution and sale of



Olympic coins; and  
 (b) particulars of any commission, discount or other advantage paid, allowed or given by the Postmaster General to any person in connection with the distribution, promotion or sale of Olympic coins within or outside Canada, together with the name and address of any such person.

Tabling in  
 Parliament

(3) The reports required to be prepared pursuant to this section shall be laid before Parliament within fifteen days after they have been prepared or, if Parliament is not then sitting, within the first fifteen days next thereafter that Parliament is sitting.

Debate on  
 motion to  
 refer report  
 to standing  
 committee

(4) Where a motion for the consideration of the House of Commons that a report laid before Parliament pursuant to this section be referred to a particular standing committee of the House is signed by not less than sixty members of the House and filed with the Speaker, the House of Commons shall, within the first thirty days next after the motion is filed that the House is sitting, take up and consider the motion in accordance with the rules of the House.

Source: Statutes of Canada, 1973-74, 21-22, Elizabeth II  
 Queen's Printer for Canada, Ottawa, 1973:475-483.



APPENDIX 3-5

AN ACT TO AMEND THE OLYMPIC (1976) ACT





## APPENDIX 3-5

## 23-24 ELIZABETH II

## CHAPTER 68

## An Act to Amend the Olympic (1976) Act

[Assented to July 30, 1975]

1973-74,c31 Her Majesty, by and with the advice and consent of the Senate and House of Commons of Canada, enacts as follows:

1. Section 3 of the Olympic (1976) Act is amended by adding thereto, immediately after subsection (1) thereof, the following subsection:

Gold Olympic "(1.1) Notwithstanding sections 4 and 5 of the Currency and Exchange Act, the Governor in Council, on the recommendation of the Minister of Finance, may by proclamation authorize the issue for circulation in Canada of gold coins for the denomination of one hundred dollars commemorating the Olympic and bearing the date 1976."

2. Subsection 4(1) of the said Act is repealed and the following substituted therefor:

Legal tender "4.(1) Subject to this section,  
 (a) a tender of payment of money in gold Olympic coins is a legal tender if it is made for payment of an amount not exceeding one hundred dollars, but for no greater amount; and  
 (b) a tender of payment of money in silver Olympic coins is a legal tender if it is made for payment of an amount not exceeding twenty dollars, but for no greater amount."

3. The said Act is further amended by adding thereto, immediately after section 11 thereof, the following section:

Selling price of gold for coins "11.1 With respect to any gold held by or on behalf of the Minister of Finance for the Exchange Fund Account that is used in the production of gold Olympic coins, the Minister of Finance shall, for the purposes



of this Act and the Currency and Exchange Act, determine the selling price of that gold on the basis of the market price of the gold when the selling price is determined."

4. The said Act is further amended by renumbering section 13 thereof as section 17 and by adding thereto, immediately after section 12 thereof, the following headings and sections:

"TRADE MARKS AND SYMBOL

Public  
authority

13. The Olympic Corporation is and always has been a public authority in Canada for the purposes of the Trade Marks Act.

Trade marks

14. (1) The following are marks of the Olympic Corporation, namely,  
(a) the words "Olympic", "Olympique", "Olympics", "Olympiques", "COJO", "Olympiad", "Olympiade", "Games", "Jeux", "Olympic Games", "Jeux olympiques", "Summer Games", "Jeux d'été" when used in connection with the numerals "1976", "76", or "XXI";  
(b) the words "Montreal" or "Montréal" when used in connection with the numerals "1976", "76", or "XXI" or any of the words listed in paragraph (a); and  
(c) the two representations of the beaver that appear in Schedule I.

Official  
symbol

(2) The symbol that appears in Schedule II is the official symbol of the Olympic.

Definitions  
"adopt"

15. (1) In this section, "adopt", in relation to a trade mark, has the same meaning as in the Trade Marks Act;

"goods"

"goods" has the same meaning as "wares" in the Trade Marks Act.

Adoption of  
mark, symbol,  
etc.

(2) Except in accordance with the terms and conditions set forth in any licence issued by the Olympic Corporation in that behalf or except as permitted by any by-law of the Olympic Corporation, no person shall, after June 13, 1975 and before January 1, 1977, adopt, in connection with any business or any establishment or premises in which a business is carried on, as a trade mark or otherwise,





- (a) any mark of the Olympic Corporation or the official symbol of the Olympic, whether such mark or symbol is used alone or in connection with any word, abbreviation, expression, symbol, emblem, insignia or design; or
- (b) any word, abbreviation, expression, symbol, emblem, insignia or design containing, indicating or implying any reference to the Olympic or so closely resembling any mark of the Olympic Corporation or the official symbol of the Olympic as to be likely to be mistaken for such mark or symbol.
- Use of mark, symbol, etc. (3) No person shall, after June 13, 1975 and before January 1, 1977, use in connection with any business or any establishment or premises in which a business is carried on, as a trade mark or otherwise, any mark, word, abbreviation, expression, symbol, emblem, insignia or design adopted contrary to subsection (2).
- Sale, etc., of goods (4) No person shall, after June 13, 1975 and before January 1, 1977, sell, offer for sale or have in his possession for sale any goods to which has been applied any mark, word, abbreviation, expression, symbol, emblem, insignia or design contrary to subsection (3).
- Restriction on use of previously adopted mark, symbol, etc. (5) Where, before June 14, 1975, a person adopted any mark, word, abbreviation, expression, symbol, emblem, insignia or design described in paragraph (2)(a) or (b), as a trade mark or otherwise, in association with goods or services or in connection with any business or any establishment or premises in which a business is carried on, that person shall not, after June 13, 1975 and before January 1, 1977, use such mark, word, abbreviation, expression, symbol, emblem, insignia or design, as a trade mark or otherwise, in association with any goods or services of a different class or of a different kind within the same class or in connection with any other business or other establishment or premises in which a business is carried on, except in accordance with the terms and conditions set forth in any licence issued by the Olympic Corporation in that behalf or except as permitted by any by-law of the Olympic Corporation.





When mark, etc., deemed to be applied	(6) For the purposes of this section, a mark, word, abbreviation, expression, symbol, emblem, insignia or design shall be deemed to have been applied to goods when it is marked on or on any package containing such goods, or when it is used or displayed in the course of selling, distributing or advertising such goods.
Application of Trade Marks Act	(7) For the purposes of sections 52 and 53 of the Trade Marks Act, each of the marks of the Olympic Corporation and the official symbol of the Olympic are registered trade marks of that corporation and a reference in those sections to the Trade Marks Act or the provisions of that Act shall be construed as including a reference to this section.
Presumption of injury	(8) In any action or suit in which an injunction is sought under the Trade Marks Act, it shall be presumed that any contravention of this section will occasion immediate and irreparable injury to the Olympic Corporation.
Presumption as to time of adoption	(9) Where in any legal proceeding arising from this section, it is shown that a person adopted a mark, word, abbreviation, expression, symbol, emblem, insignia or design described in paragraph 2(a) or (b), it shall be presumed, unless the contrary is proved, that such adoption occurred after June 13, 1975 and before January 1, 1977.
Offence	(10) Every person who contravenes this section is guilty of an offence punishable on a summary conviction.
Where copy- right vests in corporation	16. (1) For the purposes of and notwithstanding the Copyright Act, copyright in any model, painting, drawing, engraving, photograph, cinephotograph or other reproduction (a) made of any artistic work or architectural work of art, as defined in that Act, while that work is located or intended for location on one of the sites of the Olympic, or (b) made of one of the sites of the Olympic or any part thereof, is hereby vested in the Olympic Corporation and that corporation is the owner of the copyright therein.
Terms for which copy- right vests	(2) The term for which copyright vests in the Olympic Corporation for the purposes of this section ends on the 31st day of



Legal  
proceedings  
preserved

When copy-  
right is  
deemed  
infringed

Application  
of provisions  
of Copyright  
Act

December, 1976, and thereupon copyright in the work by this section vested in the Olympic Corporation shall revest and subsist, in accordance with the Copyright Act, in the persons who, but for this section, would be the owners thereof.

(3) Notwithstanding subsection (2), any action, suit or other legal proceeding in which the cause of action arises before January 1, 1977, and any appeal from judgement therein, is not affected by reason of the revesting of copyright under that subsection.

(4) In any action for infringement of or other legal proceeding respecting copyright by this section vested in the Olympic Corporation,

(a) any copy of a work containing, indicating or implying a reference to the Olympic shall, unless the contrary is proved, be presumed to be an infringing copy;

(b) any copy of a work that is displayed for sale, sold or distributed in a manner indicating or implying a reference to the Olympic shall, unless the contrary is proved, be presumed to be an infringing copy; and

(c) it shall be presumed that any infringing copy will occasion immediate and irreparable injury to the Olympic Corporation.

(5) Except as otherwise provided in this section, all the provisions of the Copyright Act apply mutatis mutandis to the copyright of which the Olympic Corporation is deemed to be the owner by virtue of this section.

#### REPORTS TO PARLIAMENT"

5. The said Act is further amended by adding thereto, immediately after the renumbered section 17 thereof, the following schedules:

Source: Statutes of Canada, 1975, 23-24, Elizabeth II.

Queen's Printer for Canada, Ottawa, 1975:1395-1402.

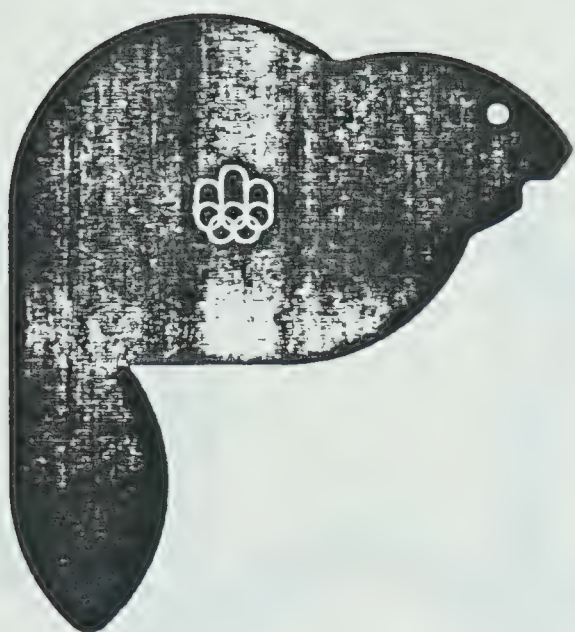


*Jeux olympiques de 1976*

C. 68

SCHEDULE I

ANNEXE I







C. 68

*Olympic (1976) Act*

23-24 Eliz II

SCHEDULE II

ANNEXE II



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OTTAWA, 1975



#### APPENDIX 4

#### FEDERAL GOVERNMENT GRANTS TO SPORT ORGANIZATIONS: 1867-1961

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From 1867 to 1907 it appears that no direct funding was granted to sport organizations. However, an in-depth review of all government records was not carried out.



## FEDERAL GOVERNMENT GRANTS TO SPORT ORGANIZATIONS: 1867-1961

ORGANIZATION	YEAR GRANT ACQUIRED	AMOUNT	SOURCE OF INFORMATION AND RELATED AGENCY	PURPOSE (Additional Sources of Information)
Central Olympic Committee	1908	\$ 15,000.00	Public Accounts (1909:63) Influenced by Governor General Gray	To cover travel and other expenses of the Olympic Team to the 1908 London Games (Crocker,1953:13).
National Gymnastics Society (NGS)	1908	\$ 3,000.00	Public Accounts (1909:63) Influenced by PMO	To help defray costs for the NGS team to compete at the International Sporting Congress in Rome, Italy (Borden,1913:92723-5).
AAU of C (COC)	1911	\$ 4,000.00	Lansley (1971:112-113) Grant provided by the Department of Agriculture	To defray expenses of the Olympic Team to the 1908 London Games (Lansley,1971:112-113).
National Gymnastics Society (NGS)	1911	\$ 3,000.00	Public Accounts (1912:62)	To help defray costs of the NGS team to attend and compete at the International Meeting at Nancy, France (Borden, 1913:92723-5).
AAU of C (COC)	1912	\$ 15,000.00	Public Accounts (1913:62) Application made thru PMO	To cover travel and other expenses of the Olympic Team to the 1912 Stockholm Games.
National Gymnastics Society (NGS)	1913	\$ 3,000.00	Public Accounts (1914:65)	To help defray costs of the NGS team to compete in Diest, Belgium.
AAU of C	1920	\$ 15,000.00 \$ 5,000.00	Treasury Board (1936) and King (1947-8:C214243). Show \$15,000 was paid for the Summer Games in Belgium. The Public Accounts (1920,2:43) shows a total of \$20,000 was allocated in 1920 for the Antwerp Games.	To assist in sending the Olympic Team to the 1920 Antwerp, Belgium Games. In 1920 in Antwerp the Winnipeg Falcons Ice-Hockey Team won the gold medal in the first World Hockey Championships held to coincide with the Olympics (Jones,1970:462). A further \$5,000.00 may have been allocated to this team at these "unofficial" Winter Olympics. Officially the Winter Olympics were not inaugurated until 1924 at Chamonix, France (Pennington 1976:10; COA, 1976, No.4).
AAU of C (COC)	1924	\$ 15,000.00	Public Accounts (1924), Treasury Board (1936)	TOTAL of \$25,000 was provided to assist in sending the Olympic Team to the 1924 Paris Games.
	1925	\$ 10,000.00	Public Accounts (1925), Treasury Board (1936)	
	1928	\$ 26,000.00	Public Accounts (1928), Treasury Board (1936)	
British Empire Games	1931	\$ 5,000.00	Public Accounts (1931)	To assist with expenses of 1930 British Empire Games held in Hamilton, Ontario. These funds were given to the local Hamilton Committee organizing and administering the Games.
AAU of C (COC)	1932	\$ 10,000.00	Treasury Board (1936), Baka (1976:54)	To assist in sending the Olympic Team to the 1932 Olympic Games.
AAU of C (COC)	1936	\$ 10,000.00 \$ 5,000.00	Treasury Board (1936) This \$10,000 was reported by Baka (1976:54) also. In the records of the Department of Finance an additional sum of \$5,000 is reported. (Public Accounts, 1936).	\$10,000 provided to the COC for the Olympic Hockey Team in the Supplementary Estimates. The \$5,000 was toward the expenses related to the rest of the Winter Games Team to Garmisch Partenkirchen.
AAU of C (COC)	1940	\$ 10,000.00	Public Accounts (1940) show that this amount was allocated to the COC. However, the 1940 Games did not take place because of WWII and this grant was refunded (King:1947-48: C214243).	
British Empire Games	1940	\$ 5,000.00	Public Accounts (1940)	It is surmised that this amount was allocated to offset expenses of the 1938 British Empire Games Team trip to compete at the Sydney, Australia Games.
COA	1948 1949	\$ 17,500.00 \$ 17,500.00	Public Accounts (1948 & 1949). Through the Department of Finance.	To assist the COA with expenses related to Olympic Games Team participation at the 1948 London Summer Games and the St. Moritz Winter Games.
British Empire Games Association	1950	\$ 20,000.00	Public Accounts (1950). Through the DNHM.	To assist with expenses related to sending a British Empire Games Team to compete at the Auckland, New Zealand-IV British Empire Games.
COA	1952 1953	\$ 20,000.00 \$ 20,000.00	Public Accounts (1952). Through the Department of Finance.	To assist the COA with expenses related to Olympic Games Team participation at the 1952 Helsinki Summer Games and Oslo Winter Games.
British Empire and Commonwealth Games (1954) Society	1954 1955	\$100,000.00 \$100,000.00	Public Accounts (1954 & 1955). In 1954 the funds were allocated through DNHM; in 1955 through the Department of Finance.	To help defray anticipated deficit of the 5th British Empire and Commonwealth Games held in Vancouver, B.C. (Public Accounts, 1954:Vote 127, P-19; Redmond, 1978).
	1954	\$ 10,000.00	British Empire and Commonwealth Games Assn. (1962).	To help send Canadian athletes to the 1954 Vancouver Games.
COA	1956	\$ 60,000.00	Public Accounts (1956). Baka (1976:54).	To assist the COA with expenses related to Olympic Games Teams participation at the 1956 Melbourne Summer Olympic Games, the Cortina D'Ampezzo Winter Olympic Games and the Mexico City Pan-Am Games in 1955 (Baka,1976:53).
British Empire and Commonwealth Games Association	1959	\$ 25,000.00	Public Accounts (1959).	To assist with expenses related to Canada's participation at the 1958 British Empire and Commonwealth Games held at Cardiff, Wales.
COA	1960	\$ 60,000.00	Public Accounts (1960). Baka (1976:54).	To assist with expenses related to Canada's participation at the 1959 Pan-Am Games held at Chicago, U.S.A. and at the 1960 Rome Summer and Squaw Valley, U.S.A. Winter Games.
COA	1961	\$ 10,000.00	Public Accounts (1961). Baka (1976:54).	The cost of the survey to consider sites at Calgary and Vancouver for the possible hosting of the Winter Olympics in 1968.

Public Accounts references are from Expenditures by Service: Miscellaneous Section of the Public Accounts of Canada, Expenditure Statements issued by the Department of Finance.

This Central Olympic Committee was founded before the AAU of C through Governor General Gray's influence and in 1911 became the Canadian Olympic Committee (COC) of the AAU (Lansley,1971:108,112-113).





APPENDIX 5

FEDERAL GOVERNMENT GRANTS TO RECREATION RELATED ORGANIZATIONS ALLOCATED  
THROUGH THE DEPARTMENT OF FINANCE: 1867-1962

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From 1867 to 1914 it appears that no direct funding was granted to recreation organizations. However, an in-depth review of all government records was not carried out.



## FEDERAL GOVERNMENT GRANTS TO RECREATION RELATED ORGANIZATIONS ALLOCATED THROUGH THE DEPARTMENT OF FINANCE: 1867-1962.

ORGANIZATION	YEARS GRANTS AWARDED	AMOUNT	SOURCE OF INFORMATION AND RELATED AGENCY
Alpine Club of Canada	1914 - 1931	\$ 1,000.00/year	Public Accounts From 1914-1920 grants were listed under Expenditures by Service: Miscellaneous Section in Expenditures Statement. From 1921-1931 grants were listed and noted as being awarded through the Department of the Interior - Dominion Lands and Parks.
Boy Scouts (Canadian General Council of Boy Scouts Associations)	1915 - 1922 1922 - 1932 1933 - 1934 1933 - 1949 1949 - 1954 1954 - 1955	\$ 5,000.00/year \$15,000.00/year \$10,000.00 \$ 9,000.00/year \$15,000.00/year \$65,000.00	Public Accounts From 1915-1933 grants were listed under Expenditures by Service: Miscellaneous Section. From 1934-1955 grants were listed under the Department of Finance: Miscellaneous Section. From 1956-1961 no grants were listed for the Boy Scouts under the Miscellaneous Section of the Department of Finance.
Girl Guides (Dominion Council of Girl Guides)	1920 - 1928 1928 - 1932 1932 - 1933 1933 - 1949 1949 - 1953 1953 & 1955	\$ 3,000.00/year \$ 6,000.00/year \$ 5,400.00 \$ 4,860.00/year \$ 9,000.00/year \$12,000.00/year	Public Accounts From 1920-1933 grants were listed under Expenditures by Service: Miscellaneous Section. From 1934-1955 grants were listed under the Department of Finance: Miscellaneous Section. From 1956-1961 no grants were listed for the Girl Guides under the Miscellaneous Section of the Department of Finance.
Boys' Clubs of Canada	1951 - 1952 1952 - 1955	\$12,500.00 \$10,000.00/year	Public Accounts From 1956-1961 no grants were listed for the Boys' Clubs under the Miscellaneous Section of the Department of Finance.
Canada Council	1957 - 1958	-----	Public Accounts (1958:47) The Canada Council was implemented by the Federal Government in 1957-58. A few grants after 1958 were awarded through the Canada Council to some professional and recreation-related organizations within the Sport, Fitness and Recreation delivery system. The initial amount granted to the Canada Council for its total operation and grant system was \$100 million.
Commonwealth Council of the Royal Life Saving Society	1959 - 1962	\$ 1,400.00	Public Accounts (1959-60:v,54,1960-61:23,54, 1961-62:23,54-55).

These grants are paid under authority of individual Orders in Council

Sources: From 1869 to 1933 the Public Accounts, Expenditures by Service: Miscellaneous Section were reviewed; from 1933 to 1961 the Public Accounts, Department of Finance: Miscellaneous Section were reviewed.  
Grants to the Boy Scouts, Girl Guides and Boys' Clubs have been continued through the Department of National Health and Welfare since 1955 (see Farina, 1965:219).



## APPENDIX 6

## INTERNATIONAL SPORT FEDERATIONS





APPENDIX 6  
INTERNATIONAL SPORT FEDERATIONS

SPORT FEDERATION (ABBREVIATION)	YEAR FOUNDED	FIRST MAJOR INTERNATIONAL COMPETITION OR WORLD CHAMPIONSHIP		YEARS IN SUMMER OLYMPICS	
		YEAR	PLACE	COMPETITION	
2 Aquatics (FINA)	1908	1911	Yugoslavia	World Championships	All
Archery (FITA)	1911	1911	Poland	World Championships	1900, 1904, 1908, 1920, 1972, on
3 Badminton (IBF)	1914	1899	London	All-England Championships	
Baseball (AMBA)	1967(1976)	1968/1969	Nicaragua	World Championship/International Cup	
Basketball (FIBA)	1932	1950	Argentina	World Championship	From 1936 on
5 Biathlon (IBT)	1924	1927	Switzerland	World Championship	In Winter Games
4 Bobsleigh (IFBB)	1946				In Winter Games
Body Builders (IFBB)	1946				
Bowling (Lane, Continental)	1946				
Boxing (AIBA)	1946				
Canoe & Kayak (FIC)	1924				From 1904 on
Cricketer (Modern's)	1956				From 1936 on
Curling (CIC)	1900	1891	Wazholm	World Championship	1900 (Men's)
5 Cycling (FIC)	1900	1891	Canada	World Championship	
Cycling (Events) (FIC)	1911	1910	Chicago	World Road Racing Championship	
6 Fencing (FIE)	1911	1910	Belgium	World Championship	All but 1904
Field Hockey (Men) (FIH)	1924	1971		World Cup Initiated	All but 1896, 1904, 1908
Field Hockey (Women) (FIH)	1927	1971		World Cup Initiated	All
Fishing Sports (CIPS)	1952			World Cup Initiated	1908, 1920, 1928, on
11 Figure Skating (ISU)	1947	1896	USSR	World Championship	In Winter Games
6 Golf (MGC)	c.1956	1958/1964	St. Andrews/Paris	Men's/Women's World Championships	1900, 1904
7 Gymnastics (FIG)	1924	1908/1934	Rose/Budapest	Intl. Sporting Congress/World Champ.	All
8 Ice-Hockey (IIHF)	1924	1920	Bleikum	World Championship	In Winter Games
Judo (JF)	1951	1956	Japan	World Championship	1964, 1972, on
Karate	c.1955	1956	Japan	World Championship	
Kendo	c.1969	1970	Japan	World Championship	1904, 1908
Lacrosse	None	1967	Canada (4 sites)	World Championship	In Winter Games
4 Lawn Bowling (FLL)	1905	1957	Austria	World Championship	1912 on
5 Modern Pentathlon (UIPM)	1912	1912	Sweden	World Championship	
Motorcycling	1922	1949			
Metball	1904				
10 Orienteering (IOF)	c.1941	1963	England	World Championship	
Parachuting (PAI)	1962	1966	Finland	World Championship	
Polocrosse	1948	1951	Yugoslavia	World Championship	
Roller Skating (FIRS)	1924	1977	Italy	World Championship	1900, 1908, 1920, 1924, 1936
Rugby (FISA)	1892	1831	London	World Championship (Professional)	Recognized by IOC in 1945
Shooting (ISU)	1886			No Amateur World Championship	1900 on
11 Skating (FISA)	1892	1893	Holland	World Speed Skating Championship	1896, 1908, 1920, 1924
Skating (FIS)	1924			Alpine World Cup	All but 1904
Skibob	1950				Speed Skating in Winter Games
10 Soaring (Gliding) (FAI)	1948	1917	Germany	Gliding World Championship	
Soccer (FIFA)	1904	1930	Montevideo, Uruguay	World Cup	All but 1896, 1932
Softball (ISF)	1952	1965/1966	Australia/Mexico C.	Women's World Champ/Men's World Champ	Recognized by IOC in 1967
Squash (ISRF)	1966	1967	Australia	World Championship	
Swimming (FIS)	1926	1926	London	World Championship	
12 Table Tennis (ITTF)	1926	1926	Berlin	Second Congress	
Tennis (Handball) (IITF)	1912	1930/1977/1900	London	All-England Racquets Ch./Wimbledon/First World Championships held under auspices of IAAF	1936 Outdoor Handball, 1972 on Indoor Handball
Tennis (Racquets) (IITF)	1912	1914	England	World Championship	Macquet 1908, Tennis from 1896 to 1924
13 Track and Field (IAAF)	1912	1914	England	World Championship	All (athletics)
Trampolining (CUS)	1964	1964			
Underwater Sports (PIVB)	1959				
Volleyball (FIBA)	1947	1965/1970	- / Bulgaria	World Cup/World Championship	1964 on
Wrestling (FILA)	1911	1921/1951	Europe	Greco Roman/Freestyle World Championship	1920 on
Yachting (IYRU)	1907	1851	Fale of Wight	America's Cup	All but 1900

- 1 A comprehensive but not all inclusive list of international private sector organizations.
- 2 Includes swimming, diving, waterpolo and synchronized swimming.
- 3 IMAA (Danish for International Amateur Baseball Association) becomes the single international body for baseball.
- 4 In 1957 Luge (i.e. tobogganing) forms its own association (Steler, 1971)
- 5 According to Rodoni (1971) International Amateur Cycling Federation was not founded until 1965.
- 6 World Amateur Golf Council only organizes world championships. There is no single rule governing body for golf. The USA Golf Association on the other hand, governs international rules (Whamond, 1980).
- 7 First structured in 1908, becomes European Gymnastics Federation in 1931, but IAF was not organized into a federation until c.1945 (CANA, 1974:67).
- 8 Leiber (1976:117-118) reports that hockey was loosely structured in 1931, but IAF was not organized into a federation until c.1945 (CANA, 1974:67).
- 9 In 1912 formed as a committee in the IOC. In 1929, formally called le Comité du Pentathlon Moderne Olympique, in 1948 became a self-governing body and includes biathlon (Thofelt, 1971). Were an office based in Quebec, Canada (SFC, 1980:27)
- 10 International Aviation Federation (FAI) includes all sports involving aviation (Holmes, 1980).
- 11 International Skating Union (Figure Skating) was formed c.1947 and this Association becomes solely responsible for speedskating (CISA, 1978:7).
- 12 IAAF in charge of team handball from 1912 to 1928. In 1928, becomes IAF and in 1945, IHPC (Wagner, 1971).
- 13 An attempt to form an organization to represent all IFA was made at 1912 Olympic Games, the IAAF resulted. IAAF was primarily a track and field organization but did govern a few other sports to c.1930 (Lanaley, 1971:117; Wagner, 1971).
- 14 Broke away from CIPS in 1959. A skindiving association (Elidoro, 1971).

OTHER SOURCES: Anthony (1965:141), Bennett, et al. (1975:142-143), Blackwell (1980), Borden (1931:92723), Coquerreumont (1971), Deane (1971), Keller (1971), Glasford and Redmond (1979:153-155), Holder (1971), Keller (1971b), Kirk (1980), MacLeod (1980), Porter (1971), Rous (1971), Vesper (1974:121), Mousen (1971).



APPENDIX 7

INTERNATIONAL MULTI-SPORT ORGANIZATIONS INVOLVING CANADA



APPENDIX 7  
INTERNATIONAL MULTI-SPORT ORGANIZATIONS INVOLVING CANADA

ORGANIZATION	YEAR FOUNDED	PRIMARY FUNCTION	CANADIAN ORGANIZATION
-----PUBLIC SECTOR-----			
Inter-governmental Committee for Education and Sport of UNESCO	1976	Acts as an interlocutor for related international organizations. No games involvement.	Canada does not occupy a seat on the 30 member committee. Canada officially communicates with the committee through the Canadian Commission for UNESCO.
-----SHARED SECTOR-----			
International Council of Sport and Physical Education (ICSPE)	1958	An instrument for co-operation, exchange of knowledge and philosophy between those international and national bodies working in sport and physical education on the one hand and those engaged in scientific and cultural activities on the other. No games involvement.	The Fitness and Amateur Sport Branch is a governmental voting member. Canadian Association for Health, Physical Education and Recreation (CAHPER) and the Canadian Association of Sport Sciences (CASS) are non-governmental voting members.
International Federation for Sports at Universities (FISU)	1947	Governing body for World Student Games. These Games have been held since 1924, since 1959 they are referred to as the UNIVERSIADE	Canadian Inter-University Athletic Union (CIAU)
-----PRIVATE SECTOR-----			
International Olympic Committee (IOC)	1894	Governing body for Olympic Games. First held in 1896 at Athens.	Canadian Olympic Association (COA).
British Empire Games Federation (since 1974, the Commonwealth Games Federation)	1932	Governing body for the Commonwealth Games (formerly British Empire). First held at Hamilton, Ontario, Canada in 1930.	Commonwealth Games Association of Canada.
General Assembly of International Federations (GAIF)	1967	A loose grouping of international sport federations with common interests. Its purpose is coordination, exchange of views and cooperation in the interest of sports in general and competitive sports in particular. No games involvement.	Canadian input to GAIF is through a national sport governing body to the respective international sport federation provided that the latter organization is a member.
Permanent General Assembly of National Olympic Committees (AGPEND)	c.1968	A loose grouping of NOCs to counter balance the dominance of the IOC and to further their own interests, especially those in conflict with the IOC. No games involvement.	COA.
Pan American Games Sports Organization (PASO) under patronage of IOC	c.1951	Governing body for the Pan American Games. First held in 1951 at Buenos Aires.	Pan American Games Committee of the COA.
Pan Pacific Games Organization under patronage of IOC	1966	Governing body for the Pan Pacific Games. First held in 1966 at Tokyo.	National sport governing body for each participating sport.
Maccabi World Union	1921	Governing body for Maccabiah Games (World Jewish Games). First held in 1932 at Palestine.	Canadian Maccabiah Games Association.
International Sports Organization for the Disabled (ISOD)	1964	Governing body for international games for the physically disabled. Forerunner were the Stoke Mandeville Games held in 1948 at London, England.	Coordinating Committee/Sport for the Physically Disabled (CCSPD).
International Committee of Silent Sports (CISS)	1924	Governing body for the International Silent Games. First held in 1924 at Paris.	Federation of Silent Sports of Canada.
Pan American Wheelchair Committee	1967	Governing body for Pan American Wheelchair Games. First held in 1967 at Winnipeg.	Canadian Wheelchair Sports Association.

SOURCES: Anthony (1965:135), Bedeck (1979e:19), Bedeck (1971:18,21-22), Bennett et al. (1975:25,141), CCSPD (1979), de Coubertin (1978:118), Glassford and Redmond (1979:150-151), ICSPE (1972), Keller (1971a:15), Lansley (1971:243), UNESCO (1976:2), Wein (1971).





APPENDIX 8

MINISTERS RESPONSIBLE FOR FITNESS AND AMATEUR SPORT: 1943-1980



## APPENDIX 8

## MINISTERS RESPONSIBLE FOR FITNESS AND AMATEUR SPORT: 1943-1980

MINISTER	YEARS IN OFFICE	MINISTRY	PARTY AFFILIATION	DEPARTMENT	ACT ADMINISTERED
Honourable Ian Alistar Mackenzie <sup>1</sup>	Sept. 19, 1939-Oct. 17, 1944	Sixteenth	Liberal	Pensions and National Health	NPFA <sup>2</sup>
Honourable Brooke Claxton	Oct. 18, 1944-Dec. 11, 1946	Sixteenth	Liberal	National Health and Welfare	NPFA
Honourable Paul Joseph James Martin	Dec. 12, 1946-Nov. 15, 1948	Seventeenth	Liberal	National Health and Welfare	NPFA <sup>3</sup>
Honourable Alfred Johnson Brooks <sup>4</sup>	Nov. 16, 1948-June 21, 1957	Seventeenth	Liberal	National Health and Welfare	NPFA <sup>3</sup>
Honourable Jay Waldo Monteith	June 22, 1957-Aug. 21, 1957	Eighteenth	Progressive Conservative	National Health and Welfare	NO Act
Honourable Julia Verlyn LaMarsh	Aug. 22, 1957-April 22, 1963	Eighteenth	Progressive Conservative	National Health and Welfare	FASA <sup>5</sup>
Honourable Allan Joseph MacEachen	April 23, 1963-Dec. 17, 1965	Nineteenth	Liberal	National Health and Welfare	FASA
	Dec. 18, 1965-April 20, 1968	Nineteenth	Liberal	National Health and Welfare	FASA
	April 21, 1968-July 5, 1968	Twentieth	Liberal	National Health and Welfare	FASA
Honourable John Carr Munro	July 6, 1968-Nov. 26, 1972	Twentieth	Liberal	National Health and Welfare	FASA
Honourable Marc Lalonde <sup>6</sup>	Nov. 27, 1972-Sept. 14, 1976	Twentieth	Liberal	National Health and Welfare	FASA
Honourable Iona Campagnolo	Sept. 15, 1976-May 22, 1979	Twenty-first	Liberal	Ministry of State for Fitness and Amateur Sport <sup>7</sup>	FASA
Honourable Steven E. Paproski	May 23, 1979-March 3, 1980	Twenty-first	Progressive Conservative	Ministry of State for Fitness and Amateur Sport <sup>7</sup>	FASA
Honourable Gerald Regan	March 3, 1980-	Twenty-second	Liberal	Ministry of State for Fitness and Amateur Sport <sup>8</sup>	FASA

1 Names, dates, ministry and party affiliation taken from Public Archives (1974:101,110,123,141,159).

2 National Physical Fitness Act (NPFA) assented to July 24, 1943 (Canada Statutes, 1943).

3 Repealed June 15, 1954 and all agreements ended on March 31, 1955 (Sawula, 1977:154,157).

4 Acting Minister (Public Archives, 1974:121).

5 Fitness and Amateur Sport Act (FASA) passed Sept. 25, 1961 (Canada Statutes, 1961).

6 The Honourable Marc Lalonde was Minister of the DNHM to Oct. 17, 1977 (Public Archives, 1974:157).

7 With the official announcement of Mr. Paproski's appointment on June 4, 1979 the Ministry of State for Fitness and Amateur Sport was moved from the DNHM to the Department of the Secretary of State of Canada.

8 With the official announcement of Mr. Regan's appointment as Minister of Labour, the Ministry of State for Fitness and Amateur Sport was moved from the Secretary of State to the Department of Labour. Mr. Regan holds two portfolios, one for Labour the other for FAS.



APPENDIX 9

NATIONAL SPORT GOVERNING BODIES





## APPENDIX 9

## NATIONAL SPORT GOVERNING BODIES

ORGANIZATION	YEAR FOUNDED	YEAR INCORPORATED	RESIDENT IN NSRC as of January 1, 1980	FUNDED BY FASB	
				Sport Canada	Recreation Canada
Federation of Canadian Archers	c.1932		YES	YES	
Canadian Automobile Sport Clubs	1960s				
Canadian Badminton Association	1921		YES	YES	YES
Canadian Ball Hockey Association	1970s	1977			
Canadian Federation of Amateur Baseball (Baseball Canada)	1920	1964	YES	YES	
Canadian Amateur Basketball Association	1922		YES	YES	
Canadian Amateur Bobsleigh and Luge Association	c.1955			YES	
Canadian Amateur Federation of Body Builders	c.1947				
Bowling Federation of Canada	1907		YES		YES
Canadian Amateur Boxing Association	1920			YES	
Canadian Broomball Federation	1946				
Canadian Canoe Association	1900		YES	YES	
Canadian Chess Federation	1940s			YES	
Canadian Cricket Association	1892			YES	
Canadian Curling Association	1935		YES	YES	
Canadian Ladies Curling Association	1955			YES	
Canadian Cycling Association	1883		YES	YES	YES
Canadian Amateur Diving Association	1966	1975	YES	YES	
Canadian Equestrian Federation	c.1930	1977	YES	YES	
Canadian Fencing Association	1914		YES	YES	
Canadian Field Hockey Association	1963		Part of CPHC	YES	
Canadian Field Hockey Council	c.1976		YES	YES	
Canadian Women's Field Hockey Association	1962		Part of CPHC	YES	
Canadian Figure Skating Association	1878		YES	YES	
Royal Canadian Flying Club	c.1950				
Canadian Amateur Football Association	1873(1912)		YES	YES	
Royal Canadian Golf Association	1895	1948		YES	
Canadian Ladies Golf Association	1913		YES	YES	
Canadian Gymnastics Federation	1899		YES	YES	
Canadian Modern Rhythmic Gymnastics Federation	1970s			YES	YES
Canadian Handball Association	1960s		YES	YES	
Canadian Amateur Hockey Association	1886 (1914)		YES	YES	
Canadian Oldtimer's Hockey Association	1970s				YES
Canadian Jiu-Jitsu Association	1970s				
Judo Canada	1940s		YES	YES	
National Karate Association	1970s			YES	
Canadian Kendo Association	1867 (1887)		YES		
Canadian Ladies Lawn Bowling Council	1924			YES	
Canadian Lawn Bowling Council		1978		YES	
Canadian Modern Pentathlon Association	1960s			YES	
Canadian Motorcycle Association	1950s	1957			
Canadian Amateur Netball Association	1970s	1975		YES	
Canadian Orienteering Federation	1967		YES	YES	YES
Canadian Sport Parachuting Association	1962		YES	YES	
Fédération Canadienne de Pentathlon	1930s				
Canadian Racquetball Association	c.1970		YES	YES	
National Retriever Club of Canada	1960s				
Ringette Canada	post 1970			YES	
Canadian Federation of Amateur Rollerskaters	1940s	1973			
Canadian Amateur Rowing Association	1873	1976	YES	YES	
Canadian Rugby Union	1873 (1965)	1974	YES	YES	
Shooting Federation of Canada	1932	1936	YES	YES	
Canadian Ski Association	1921		YES	YES	
Canadian Ski Marathon Association	c.1974				YES
Canadian Association of Disabled Skiing					
Canadian Council of Snowmobile Organizations	1970s				
Canadian Snowshoer's Union	c.1880				YES
Soaring Association of Canada	1960s			YES	
Canadian Soccer Association	c.1878		YES	YES	
Canadian Amateur Softball Association	1940s		YES	YES	
Canadian Amateur Speed Skating Association	1876	1969	YES	YES	
Canadian Squash Racquets Association	1960s		YES	YES	
Canadian Amateur Swimming Association	1909		YES	YES	
Canadian Amateur Synchronized Swimming Association	1950		YES	YES	YES
Canadian Table Tennis Association	1930 (1947 re-founded)		YES	YES	YES
Canadian Team Handball Federation	1962		YES	YES	
Canadian Lawn Tennis Association (Tennis Canada)	1890		YES	YES	
Canadian Track and Field Association	1884 (1968)		YES	YES	
Association of Canadian Underwater Councils	1960s		YES		YES
Canadian Volleyball Association	1953		YES	YES	
Canadian Waterpolo Association	1950s		YES	YES	
Canadian Water Ski Association	1960s		YES		
Canadian Weightlifting Federation	1940s		YES	YES	
Canadian Amateur Wrestling Association	1930s		YES	YES	
Canadian Yachting Association	c.1950		YES	YES	YES



APPENDIX 10

MEMBERS OF THE NATIONAL ADVISORY COUNCIL ON FITNESS AND AMATEUR SPORT



## APPENDIX 10

## MEMBERS OF THE NATIONAL ADVISORY COUNCIL ON FITNESS AND AMATEUR SPORT

YEAR(S)	1962	1963	1964	1965	1966	1967	1968
TOTAL	(30)	(30)	(30)	(30)	(30)	(30)	(30)
PROVINCE							
NEWFOUNDLAND	Howie Meeker	(1234) Howie Meeker	(1234) Howie Meeker	Edgar House	Edgar House	Matthew J. Foster	Matthew J. Foster
PRINCE EDWARD ISLAND	John Ready	(1234) Earle Nicholson	(1234) Earle Nicholson	Earle Nicholson	John L. Evans	John L. Evans	John L. Evans
NOVA SCOTIA	Dorothy Walker Rev. Fr. Louis Armstrong	(12345) Mary Barker (1234) Rev. Fr. Louis Armstrong	(12345) Mary Barker (1234) Rev. Fr. Louis Armstrong	Mary Barker Clair Buckley (Mr.)	John E. MacDonnell Robert Hayes	John E. MacDonnell Robert Hayes	John E. MacDonnell Robert Hayes
NEW BRUNSWICK	Ora P. MacCallum (Mr.)	(12345) Ora P. MacCallum	(12345) Ora P. MacCallum	John W. Meagher	John W. Meagher	Vance Tower	Vance Tower
QUEBEC	Ken Farmer E. Andy O'Brien Maurice Richard Rev. Fr. de la Sablonnière Vern De Geer Roch Lachance Charles Mayer Herb Truick André Marceau	(12345) Ken Farmer (1235) John W. Davies (3) Robert Lebel (12345) Rev. Fr. de la Sablonnière (124) Vern De Geer (1245) Roch Lachance (12345) Charles Mayer (12345) Morris Bruker (12345) André Marceau	(12345) Ken Farmer (1235) John W. Davies (3) Robert Lebel (12345) Rev. Fr. de la Sablonnière (124) Vern De Geer (1245) Roch Lachance (12345) Charles Mayer (12345) Morris Bruker (12345) André Marceau	Ken Farmer John W. Davies Robert Lebel Rev. Fr. de la Sablonnière René Bélisle Georges Labrecque Louis Chassé (Mr.) Robert Pénin Morris Bruker	Ken Farmer Dollard Morin Sybil V. Rosa Alex Duff René Bélisle Georges Labrecque Louis Chassé Robert Pénin	Roland Lacroix Dollard Morin Sybil V. Rosa Alex Duff René Bélisle Georges Labrecque Laird Watt Lévis Sauvé	Roland Lacroix Dollard Morin Sybil V. Rosa Alex Duff Jean Beliveau André Charron Marc Laplante Jacques Normandin
ONTARIO	Jos. Poirier Ted Reeve Melville Rogers James Horrall H.E. Foster Margaret Lord Harvey McFarland J. Harvey Ebbs	(12345) Jack L. Edwards (12) Paul Hauch (12345) Paul H. Traynor (1235) James Horrall (123) H.E. Foster (124) Margaret Lord (12345) Harvey McFarland (124) J. Harvey Ebbs	(12345) Jack L. Edwards (12) Paul Hauch (12345) Paul H. Traynor (1235) James Horrall (123) H.E. Foster (124) Margaret Lord (12345) Harvey McFarland (124) J. Harvey Ebbs	Jack L. Edwards Paul Hauch Paul H. Traynor James Horrall Lucille Wheeler Vaughn Charles Rathgeb William Potter David Ouchterlony W. (Bill) J. L'Heureux	Frank E. Dunlop William Crothers Paul H. Traynor J.V. Basmajian Jan Waldauf George Duthie W.J. L'Heureux J. Harry Ebbs Marilyn Savage	Frank E. Dunlop William Crothers Paul H. Traynor J.V. Basmajian Jan Waldauf George Duthie W.J. L'Heureux J. Harry Ebbs Marilyn Savage	Frank E. Dunlop William Crothers John Pelech J.V. Basmajian Jan Waldauf Carl J. Madgett W.J. L'Heureux J. Harry Ebbs Marilyn Savage
MANITOBA	Andrew Currie Rt. Rev. J.O. Anderson	(12345) Max Auren (12) Rt. Rev. J.O. Anderson	(12345) Max Auren (12) Rt. Rev. J.O. Anderson	Max Auren W. Arthur Johnston	Georges Després Rev. Fr. David Bauer	Georges Després Rev. Fr. David Bauer	Georges Després
SASKATCHEWAN	Edgar (Wally) Stinson Thos. Melville	(12345) William A.R. Orban (12) John Merriman	(12345) William A.R. Orban (12) John Merriman	William A.R. Orban Frank Germann	Patricia Lawson Frank Germann	Patricia Lawson Frank Germann	Patricia Lawson Frank Germann
ALBERTA	W.H. Pettigrew Robert Freeze	(1245) Maury L. Van Vliet (12345) Robert P. Freeze	(1245) Maury L. Van Vliet (12345) Robert P. Freeze	Maury L. Van Vliet	Max Bell Donald N. McCall	Max Bell Donald N. McCall	Max Bell Donald N. McCall
BRITISH COLUMBIA	Robert F. Osborne Allan McGavin	(12345) May Brown (123) Allan McGavin	(12345) May Brown (123) Allan McGavin	May Brown Rev. Fr. David Bauer Robert P. Freeze	May Brown Rev. Fr. David Bauer Robert P. Freeze	May Brown Rev. Fr. David Bauer Robert P. Freeze	Rev. Fr. David Bauer Robert Hutchison Erwin Swangard
NORTHWEST TERRITORIES							
YUKON							





## APPENDIX 10

## MEMBERS OF THE NATIONAL ADVISORY COUNCIL ON FITNESS AND AMATEUR SPORT

YEAR(S) TOTAL	1969 (30)	1970 (30)	1971 (30)	1972-1973 (30)	1974 (27)	1975 (29)
PROVINCE						
NEWFOUNDLAND	Matthew J. Foster	John Douglas Eaton	John Douglas Eaton	Fred Tessier	Fred Tessier	Elizabeth D. Murphy
PRINCE EDWARD ISLAND	Robert Simmons	Robert Simmons	John L. Evans	John L. Evans	Charles E. Ryan	Charles E. Ryan
NOVA SCOTIA	John E. MacDonnell	John E. MacDonnell	John E. MacDonnell	John E. MacDonnell		Marlene B. Mullenger
NEW BRUNSWICK	Robert Hayes	Robert Hayes	Allan J. Coles	Allan J. Coles		Mrs. Jean Valentino
	Vance Toner	Richard Dawson	Gérard-Joseph Gauvin	Jean-Guy Robichaud	Jean-Guy Robichaud	J.M. Harquail
QUEBEC	Roland Lacroix	Paul W. DesRuisseaux	Paul W. DesRuisseaux	Marc Boivin	Claude Bertrand	Claude Bertrand
	Philippe de Gaspé Beaubien	P. de Gaspé Beaubien	P. de Gaspé Beaubien	P. de Gaspé Beaubien	P. de Gaspé Beaubien	P. de Gaspé Beaubien
	Charles R. Bronfman	Robert Bédard	Robert Bédard	Jean-Claude Boucher	Jean-Claude Boucher	Claire Marcil-Faubert
	Ronald Leveillé	Gaston Cloutier	Robert Charbonneau	Daniel Boulet	Daniel Boulet	Daniel Boulet
	Jean Beliveau	Jean Beliveau	Rix Rogers	Mary Anne Laframboise	Mrs. V. MacDonald	Mrs. V. MacDonald
	André Charron	André Charron	Mary Anne Laframboise	Jocelyne Bourassa	Rémi Cloutier	Rémi Cloutier
	Marc Laplante	Marc Laplante	Jocelyne Bourassa	Pauline Desrosiers		
	Jacques Normandin	Jacques Normandin	Jacques Normandin	Raymond Lanctôt		
	Guy Suzor	Raymond Lanctôt	Raymond Lanctôt			
ONTARIO	Roger Jackson	Perry R. Connolly	Perry R. Connolly	Ralph Bartolini	Ralph Bartolini	Mary E. Neal
	Bruce Kidd	Jack A. Ferguson	Jack A. Ferguson	Jack A. Ferguson	Terry Kelly	Terry Kelly
	John Pelech	John C. Pelech	John C. Pelech	John C. Pelech	John C. Pelech	John C. Pelech
	J.V. Basmajian	Frank A. Newman	Frank A. Newman	Frank A. Newman	Russ Jackson	Joseph MacInnis
	Jan Waldauf	James V. Rose	James V. Rose	James V. Rose	Don Goodwin	Don Goodwin
	Carl J. Madgett	Carl J. Madgett	Joseph Scime	Michael Doyle	Michael Doyle	Paul F. Henderson
	J. Ross Levesurier	Philip A. Tassi	Murray R. Gaziuk	Murray R. Gaziuk	Paul F. Henderson	Paul F. Henderson
	J. Harry Ebbs	J. Harry Ebbs	J. Harry Ebbs	Marilyn Savage	Marilyn Savage	Marilyn Savage
	Marilyn Savage	Marilyn Savage	William D. Johnson	Carl Vipavec	Carl Vipavec	
MANITOBA	James Daly	David F. Anderson	Ronald Meyers	Joe Sponarski	Joe Sponarski	Henry Janzen
SASKATCHEWAN	Patricia Lawson	John Leicester	Howard R. Nixon	Lorne Strueby	Kenneth J. Galanchuk	Kenneth J. Galanchuk
ALBERTA	Richard Du Wors	Roger Bourbonnais	Roger Bourbonnais	Lorne Strueby	Lorne Strueby	Patricia Lawson
	Donald N. McCall	Gordon Lyle Flynn	Gordon Lyle Flynn	Roger Bourbonnais	Douglas Hilland	Douglas Hilland
BRITISH COLUMBIA	Rev. Fr. David Bauer	Rev. Fr. David Bauer	May Brown	May Brown	William McEwen	William McEwen
	Robert Hutchison	Brian D. Carter	Brian D. Carter	Robert Hall	Robert Hall	Robert Hall
	Erwin Swangard	Sandy Robertson	Sandy Robertson	Robert Hall	Robert Hall	Paye Eccleston
NORTHWEST TERRITORIES						
YUKON					Paul Lucier	Paul Lucier



APPENDIX 10

MEMBERS OF THE NATIONAL ADVISORY COUNCIL ON FITNESS AND AMATEUR SPORT

YEAR(S) TOTAL PROVINCE	1976 (25)	1977 (30)	1978 (29)	1979 (23)	To April 30, 1980 (9)
NEWFOUNDLAND	Elisabeth D. Murphy	Denis E. Murphy	Denis E. Murphy	Denis E. Murphy	
PRINCE EDWARD ISLAND	Reginald MacAdam	Reginald MacAdam	Reginald MacAdam	Reginald MacAdam	Reginald MacAdam
NOVA SCOTIA	Marlene B. Mullenger	Marlene B. Mullenger	Marlene B. Mullenger	Marlene B. Mullenger	
NEW BRUNSWICK	Jean Valentino	Jean Valentino Rosalie A. Donovan	Jean Valentino Rosalie A. Donovan	Jean Valentino	
QUEBEC	Claude Bertrand Patricia G. Bolland Claire Marcil-Paube Pierre D. Brodeur Daniel Boulet Jean-Claude Larouche	Claude Bertrand Patricia G. Bolland Eric W. Morse Pierre D. Brodeur Rosanne LaPlante Jean-Claude Larouche Guy Suzor	Patricia G. Bolland Claude Mailhot Pierre D. Brodeur Rosanne LaPlante Guy Suzor	Paul Trudel Claude Mailhot Pierre D. Brodeur Rosanne LaPlante Guy Suzor	Claude Mailhot Pierre D. Brodeur Rosanne LaPlante Guy Suzor
ONTARIO	Mary E. Neal Terry Kelly John C. Pelech Shirley Campbell Fran Wigston	Mary E. Neal Terry Kelly Thomas J. Gallagher Shirley Campbell Fran Wigston Joan Weir Teal William P. Adams	Mary E. Neal Terry Kelly Thomas J. Gallagher Shirley Campbell Fran Wigston Joan Weir Teal William P. Adams	Mary E. Neal Terry Kelly Thomas J. Gallagher	
MANITOBA	Henry Janzen Kenneth J. Galenchuk	Henry Janzen Kenneth J. Galenchuk	Henry Janzen Piercy Haynes	William P. Adams Elizabeth Baxter Henry Janzen Piercy Haynes	Elizabeth Baxter Piercy Haynes
SASKATCHEWAN	Patricia Lawson	Patricia Lawson	Patricia Lawson	Patricia Lawson	
ALBERTA	M. Ann Hall Gwen Smith	Elizabeth Baxter Gwen Smith	Elizabeth Baxter Gwen Smith	Gwen Smith	
BRITISH COLUMBIA	William McEwen Robert Hall Paye Eccleston	William McEwen Leonard A. Harrington Paye Eccleston Joan I. Williams	Jean Bardsley Leonard A. Harrington Beverley Christensen Joan I. Williams	Jean Bardsley Leonard A. Harrington Beverley Christensen	Jean Bardsley Beverley Christensen
NORTHWEST TERRITORIES	J. Weston MacAleer	J. Weston MacAleer	J. Weston MacAleer	Harold G.N.G. Cook	
YUKON	Roy Anthony Reber	Roy A. Reber	Roy A. Reber	Tony Carson	

Source: NAC Minutes 1962-1979



APPENDIX 11

COMMITTEE STRUCTURE OF THE  
NATIONAL ADVISORY COUNCIL ON  
FITNESS AND AMATEUR SPORT

FEBRUARY, 1962 TO DECEMBER, 1979





## APPENDIX 11-1

NAC - FEBRUARY, 1962

CHAIRMAN

Mr. Kenneth Farmer

FIVE SESSIONAL COMMITTEES

- |   |  |     |   |
|---|--|-----|---|
| I.  | Assistance to Co-ordinating<br>Agencies and Sport Governing<br>Bodies<br>Chairman: Mr. Andrew Currie | II. | Criteria for Grants to<br>Administrative and<br>Promotional Projects<br>A/Chairman: Mr. James Worrall |
| III.  | Bursaries and Scholarships<br>Chairman: Bishop J.O. Anderson   | IV. | Research and Surveys<br>A/Chairman: Dr. Harry Ebbs  |
| V. Promotion and Publicity<br>A/Chairman: Mr. Melville Rogers |  |     |   |

Source: NAC, Feb. 5, 1962.



## APPENDIX 11-2

NAC - APRIL, 1962

CHAIRMAN

Mr. Kenneth Farmer

FIVE SESSIONAL COMMITTEES

- |  |   |
|--|---|
| <p>I. Assistance to Co-ordinating Agencies and Sport Governing Bodies (Ad Hoc Grants Committee)<br/>Chairman: Mr. Ken Farmer</p> | <p>II. Criteria for Grants to National Fitness and Amateur Sport Organizations for Administration Purposes or the Holding of National or Multi-Province Meets, and Grants for International Competition (Criteria)<br/>Chairman: Miss Margaret Lord</p> |
| <p>III. Information and Public Relations<br/>Chairman: Mr. H.E. (Red) Foster</p>   | <p>IV. Awards Committee<br/>Chairman: Mr. André Marceau</p>   |
| <p>V. Bursary, Scholarship and Research<br/>Chairman: Dr. Harry Ebbs</p>   |   |

Continuing Committee to Study Canadian Sports Festival

Chairman: Mr. H.E. (Red) Foster

Source: DNHW, 1967:11.1; NAC, April 16-17, 1962.



## APPENDIX 11-3

NAC - NOVEMBER, 1962

CHAIRMAN

Mr. Kenneth Farmer

SESSIONAL COMMITTEES

- |   |  |
|---|--|
| <p>I. Ad Hoc Grants<br/>Chairman: Mr. Ken Farmer</p>  | <p>II. Criteria<br/>Chairman: Mr. Herb Trawick</p>   |
| <p>III. Canadian Games and Sports<br/>Festivals<br/>Chairman: Mr. Allan McGavin</p>   | <p>IV. Research<br/>Chairman: Dr. Harry Ebbs</p>   |
| <p>V. Scholarships and Fellowships<br/>Chairman: Miss Dorothy Walker<br/>(People from provinces and<br/>universities outside Council<br/>to be appointed)</p> | <p>VI. Hockey Sub-Committee<br/>Chairman: Mr. Thomas Melville<br/>Mr. Gord Wright, Director FYAS<br/>named ex-officio member</p> |

Continuing Committee to Study Canadian Sports Festival

Chairman: Mr. H.E. (Red) Foster

Source: NAC, Nov. 15-16, 1962.

After this meeting, Committees no longer referred to by number.





## APPENDIX 11-4

NAC - MARCH, 1963 TO MARCH, 1964

Mr. Kenneth Farmer

STANDING COMMITTEESFitness Research Review

Chairman: Mr. Harry Ebbs, NAC

Members: Roch Lachance, NAC

Dr. L.B. Pett, Principal Medical Officer, Research Development,  
Ntl. Health and WelfareDr. J.B. Bundock, Assist to the Principel Medical Officer,  
Ntl. Health and WelfareDr. Doris W. Pleives, Assistant Director, Fitness and Amateur  
Sport DirectorateMembers from Universities: Dr. George Bergeron (Laval), Dr. Eugene  
Doroschuk (Montreal), Dr. Wm. Josenhans (Dalhousie), Dr. J.E. Merrimon  
(Saskatchewan), Dr. Guy Metivier (Ottawa), Dr. B.R.J. Sproule (Alberta).Other members: Dr. John Fletcher, Defence Research Board, Medical  
LaboratoryGrants Review (Administration Sub-Committee)

Chairman: Mr. Ken Farmer

Members: Armstrong, Currie, Freeze, Lord, MacCallum, Meeker, Melville,  
Osborne, Ready, Sablonnière - NAC  
Write, Pearse - DirectorateScholarships and Fellowships

Chairman: Miss Dorothy Walker, NAC

Members: Marceau, Poirier, Stinson - NAC

Maury Van Vliet - University of Alberta

Mr. L. Plante (Quebec), Mr. Tim A. Leishmen (Ontario), Mr. Al  
Miller (Manitoba) - Provincial representatives

Pleives - Directorate

NB. Wally Stinson was also employed at the University of  
Saskatchewan, thereby there were 2 representatives from  
universities.



## APPENDIX 11-4 (cont'd)

SPECIAL COMMITTEESHockey Sub-Committee\*

Chairman: Mr. Scotty Melville, NAC

Members: Marceau, O'Brien, Meeker, Currie - NAC  
Wright (ex-officio) - Directorate

\*Classified as a special continuing committee to meet with CAHA.

Canadian Sports Festivals

Chairman: Mr. Melville Rogers, NAC

Mill of Kintail (never really functional)

National Training Centre (never really functional)

Co-ordinating Information and Public Relations with CBC

Sources: DNHW (1967:7.1,8.2,9.1), NAC (March 8, Nove. 18-19, 1963; March 9-10, 1964).

Year three primary standing committees firmly established.



## APPENDIX 11-5

NAC - JUNE, 1964

CHAIRMAN

Mr. Kenneth Farmer

STANDING COMMITTEES

- |                 |                             |                          |
|-----------------|-----------------------------|--------------------------|
| - Grants Review | - Research Review           | - Scholarships and       |
|                 | Chairman: Dr. John Merriman | Fellowships              |
|                 |                             | Chairman: Mr. Ken Farmer |

SPECIAL COMMITTEES

- Hockey, Chairman: Howie Meeker

AD HOC COMMITTEES

- |              |            |                           |
|--------------|------------|---------------------------|
| - Basketball | - Soccer   | - Skiing                  |
| - Volleyball | - Baseball | - Age Class Championships |

Sources: DNHW, 1967:16.1; NAC, June 26-27, 1964; NAC-R, Sept. 1964; NAC-S, March, 1964.





## APPENDIX 11-6

NAC - FEBRUARY, 1965

CHAIRMAN

Mr. James Worrall

PAST CHAIRMAN

Mr. Ken Farmer

STANDING COMMITTEES

Grants Review	- Research Review	- Scholarships and
	Chairman: Dr. John Merriman	Fellowships
		Chairman: Dr. Maury Van Vliet
Administration	Boxing Study Committee	
Sub-Committee		

SPECIAL COMMITTEES

- Hockey, Chairman: Mr. Ken Farmer
- Survey on Sports and Recreation, Chairman: Mr. Robert Freeze
- Canadian Documentation Centre, Chairman: Dr. Max Avrien
- National Training Centre

AD HOC COMMITTEES

- Canadian Amateur Speed Skating Association
- Canadian Amateur Softball Association
- Canadian Lawn Tennis Association
- Canadian Amateur Basketball Association
- Canadian Rugby Union
- Royal Life Saving Society

Sources: DNHW (1967:16.1), NAC (June 26-27; Dec. 4-5, 1964; Feb. 26-27, 1965), NAC-R (1965); NAS-S (January, 1965).



## APPENDIX 11-7

NAC - FEBRUARY, 1965

CHAIRMAN

Mr. James Worrall

POST CHAIRMAN

Mr. Ken Farmer

STANDING COMMITTEES

- |                  |                             |                              |
|------------------|-----------------------------|------------------------------|
| - Grants Review  | - Research Review           | - Scholarships and           |
|                  | Chairman: Dr. John Merriman | Fellowships                  |
|                  |                             | Chairman: Dr. M.L. Van Vliet |
| - Administration | - Boxing Study Committee    |                              |
| Sub-Committee    |                             |                              |

SPECIAL COMMITTEE

- |                               |   |
|-------------------------------|---|
| - Competition                 | - Facilities                              |
| Chairman: Mr. Clare Buckley   | Chairman: Mr. René Bélisle                |
|                               | Sub-Committee on National Training Centre |
| - Training                    | - Information (Public Relations)          |
| Chairman: Dr. John Meagher    | Chairman: Mr. Morris Bruker               |
| - Hockey                      | - Canadian Winter Games                   |
| Chairman: Mr. Ken Farmer      | Chairman: Mr. Georges Labrecque           |
| - Sports Survey               |   |
| Chairman: Mr. Robert Freeze   |   |
| (Recreation emphasis dropped) |   |



## APPENDIX 11-7 (cont'd)

AD HOC COMMITTEES

(To meet with following associations)

- |                                   |                                      |
|-----------------------------------|--------------------------------------|
| - AAU of C - Sports Committee     | - Canadian Youth Hostels Association |
| - Canadian Ski Patrol Association | - Canadian Canoe Association         |
| - Canadian Water Ski Association  | - YM-YWCA                            |

Sources: DNHW (1967:8.3,16.1), NAC (June 4-5, 1965; Oct. 28-29, 1966; 1966:2), NAC-R (1965), NAC-S (1965).





## APPENDIX 11-8

NAC - OCTOBER, 1965 TO APRIL, 1966

CHAIRMAN

Mr. James Worrall

POST CHAIRMAN

Mr. Ken Farmer

STANDING COMMITTEES

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>- Grants Review</li> <li>- Administration Sub-Committee</li> <li>- Scholarships and Fellowships<br/>Chairman: Mr. Bill L'Heureux</li> <li>- Leadership and Training<br/>Chairman: Dr. John Meagher</li> <li>- Hockey Study<br/>Chairman: Mr. Bill L'Heureux<br/>(initiated April, 1966)</li> </ul> | <ul style="list-style-type: none"> <li>- Research Review<br/>Chairman: Dr. J. Merriman</li> <li>- Boxing Study Committee<br/>Sub-Committee</li> <li>- Facilities<br/>Chairman: Mr. René Bélisle</li> <li>- Awards Committee<br/>(reconstituted)</li> </ul> |
|---|--|

SPECIAL COMMITTEE

- Documentation Centre, Chairman: Mrs. May Brown\*
- Canadian Winter Games, Chairman: Mr. Georges Labrecque
- Sports Survey, Chairman: Mr. Robert Freeze

\*Committee terminated.

Sources: DNHW (1967:11.1), NAC (Oct. 21-22, 1965; April 22-23, 1966),  
NAC-R (1965-1966).



## APPENDIX 11-9

NAC - OCTOBER, 1966

CHAIRMAN

Mr. James Worrall

POST CHAIRMAN

Mr. Ken Farmer

STANDING COMMITTEES

- |  |   |
|--|---|
| - Grants Review<br>Chairman: Mr. Clare Buckley   | - Research Review<br>Chairman: Dr. J. Merriman  |
| - Scholarships and Fellowships<br>Chairman: Mr. Bill L'Heureux   | - Boxing Study Committee<br>Sub-Committee   |
| - Coaching and Leadership Training<br>Chairman: Dr. John Meagher<br>Sub-Committee to look into<br>established criteria as they<br>apply to recreational agencies | - Hockey Study<br>Chairman: Mr. Bill L'Heureux<br><br>- Administration<br>Chairman: Arthur Johnston |

SPECIAL COMMITTEES

- |   |   |
|---|---|
| - Awards<br>Chairman: Mr. James Worrall | - Documentation Centre<br>(to be reactivated) |
|---|---|

AD HOC COMMITTEES

- Criteria for Centennial Sports Projects
- Committee to assess Canadian Games Program (i.e. Quebec Winter Games and Future games)
- Study Committees on Co-ordinating Agencies: CAHPER, CASF, AAU of C, COA, British Empire and Commonwealth Games, Canadian Winter Games Corporation

Sources: DNHW (1967:7.2,11.1), NAC (Oct. 28-29, 1966); NAC-R (1966).



## APPENDIX 11-10

NAC - FEBRUARY 10-11, 1967

CHAIRMAN

Dr. Bill L'Heureux

STANDING COMMITTEES

- Grants Review  
Chairman: Mrs. May Brown
- Research Review  
Chairman: Dr. J.V. Basmajian
- Scholarships and Fellowships  
Chairman: Mr. Vance Toner
- Re-constituted Hockey Study  
Committee  
- Chairman: Dr. Bill L'Heureux
- Nominating Committee
  - Mr. Paul Traynor
  - Mrs. May Brown
  - Mr. John Evans

SPECIAL COMMITTEES

- Awards  
Chairman: M. Levis Sauvé
- Documentation Centre  
Chairman: Mr. George Duthie
- Information and Publicity  
Chairman: Mr. Erwin Swangard
- National Sports Training Centre  
Chairman: Mr. Ken Farmer (not on  
NAC)

AD HOC COMMITTEES

Established to examine programs of:

- Royal Canadian Legion
- Canadian Archery Association
- Canadian Intercollegiate Athletic Union (and relationship to the Canadian Union of Students)

Sources: NAC (Feb. 10-11, 1967).





## APPENDIX 11-11

NAC - JUNE 24-25, 1967

CHAIRMAN

Dr. Bill L'Heureux

STANDING COMMITTEES

- Grants Review
- Research Review
- Scholarships and Fellowships
- Hockey Study
- National Incentive Awards
- Information and Publicity

SPECIAL COMMITTEES (i.e. Discussion Groups)

- Facilities
- International Events in Canada  
(Hosting Policy Committee)
- Amateurism
- Long-Range Development

AD HOC COMMITTEES

Established to study programs related to:

- Track and Field
- Skiing
- Swimming
- Recreation Agencies
- CIAU
- Royal Canadian Legion
- Archery
- Boxing

Sources: NAC, June 24-25, 1967.



## APPENDIX 11-12

NAC - MARCH, 1967 TO OCTOBER, 1968\*

CHAIRMAN

Dr. Bill L'Heureux

STANDING COMMITTEES

- |   |   |
|---|---|
| - Grants Review<br>Chairman: Mr. Grank Germann                            | [ Research Review<br>Chairman: Dr. J.V. Basmajian<br>Boxing Study |
| - Scholarships and Fellowships<br>Chairman: Mr. Vance Tower               | - Budget<br>Chairman: Dr. Bill L'Heureux                          |
| - Hockey Study<br>Chairman: Dr. Bill L'Heureux<br>Judge Frank Dunlap      | - Documentation Centre<br>Chairman: Mr. Matt Foster               |
| - Information<br>Chairman: Mr. Erwin Swangard                             | - Hosting<br>Chairman: Mr. Don McColl                             |
| - National Incentive Awards<br>New Special Committee formed in June, 1968 |   |

AD HOC (TECHNICAL) COMMITTEES

- March, 1968: Track and field, Recreational Agencies (Canadian Red Cross Society, Royal Life Saving Society, YM-YWCA)
- June, 1968: Skiing, CAHPER, CIAU, Youth Hostels Association, Special National Incentive Awards Committee Formed.

Sources: NAC, March-October, 1968.

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\*From March, 1967 to October, 1968, the above committees carried out the NAC operations some more active than others. During this same period various ad hoc technical committees were struck to carry out studies on various sports and/or associations. These ad hoc committees ceased to function upon submission of a final report to Council. The above structure lasted until June, 1969.



## APPENDIX 11-13

NAC - JUNE, 1969 TO OCTOBER 9-10, 1974

M. Philippe de Gaspé Beaubien (1969-1975)  
No Committees

June 20-22,  
1969 to  
March 20, 196

March 20, 1970  
to

October 30, 1970

Sport Canada                      Communications                      Research & Recreation  
Chairman: John Pelech            Chairman: M.P. de Gaspé Beaubien            Chairman: Dr. Harry Ebbs

October 30, 1970  
to  
October 7, 1971

Research Committee, Chairman: Dr. Harry Ebbs  
Clinics Committee to study Trans-Canada Sports Demonstration Project,  
Chairman: Dr. John MacDonnell  
Recreation Program Policy Committee, Chairman: Mr. John Pelech  
Data Collection and Dissemination Committee, Chairman: Dr. John MacDonnell  
Committee on Symposium for 1976 Olympics, Chairman: M. Pierre Charbonneau

October 7, 1971  
to  
June 21-22, 1973

Sport Research Committee,                      Chairman: Dr. Harry Ebbs  
Fitness Research Committee,  
Effort Emphasis Committee, Chairman: Mr. John Pelech  
Documentation Study Committee, Chairman: Dr. John MacDonnell  
Committee on Symposium for 1976 Olympics, Chairman: M. Pierre Charbonneau

June 21-22, 1973  
to  
October 9-10, 1974

Elite Sport Committee                      Chaired by various  
Leisure Sport Committee                      persons termed as  
Fitness and Lifestyle Committee                      co-ordinators

Sources: NAC (1969 to 1974)



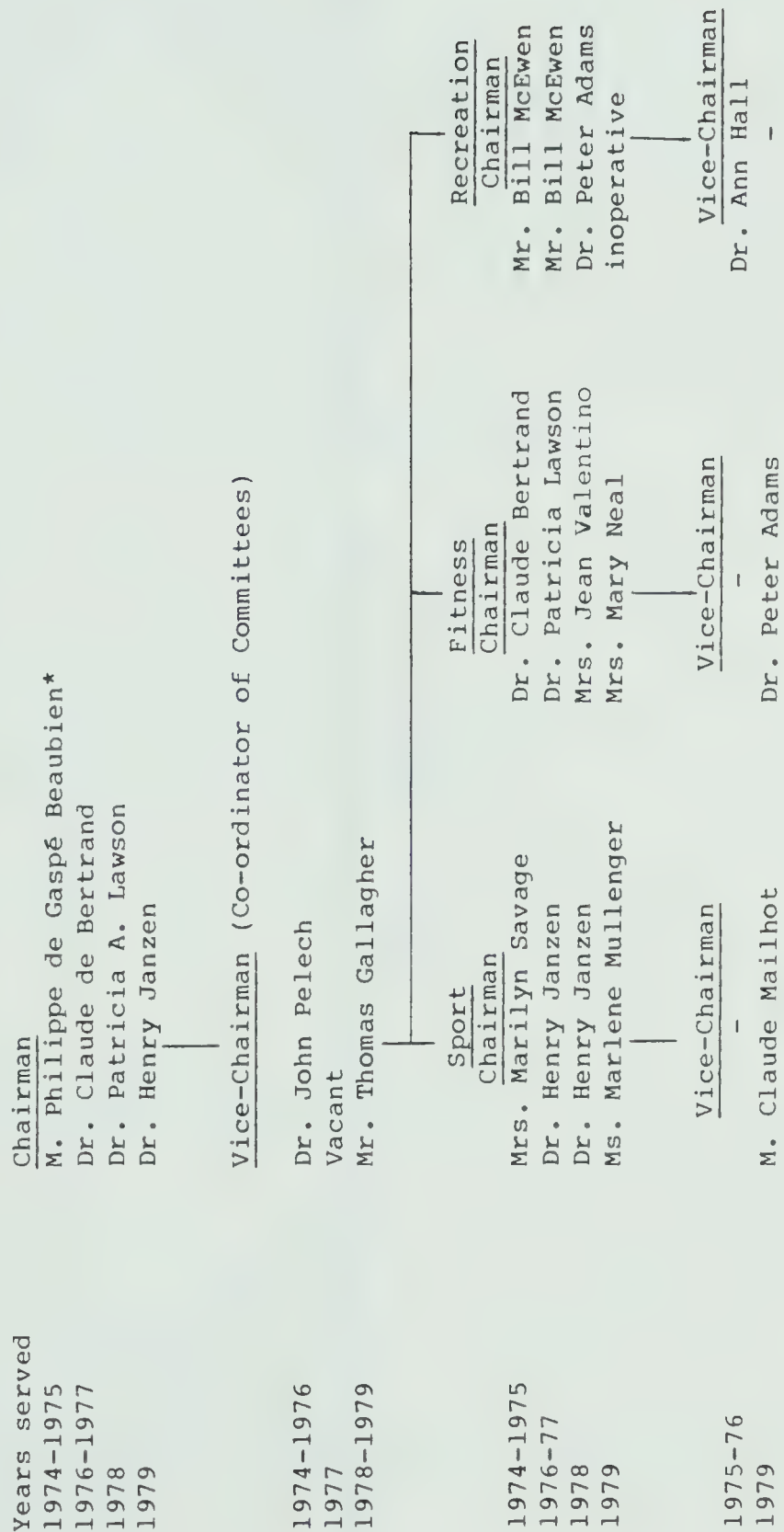


## APPENDIX 11-14

NAC - OCTOBER, 1974 TO DECEMBER, 1979

October 9-10, 1974  
to  
December 1979

Executive of the NAC determined as the Chairman, Vice-Chairman and the Chairmen of the three new Standing Committees. This structure has been maintained to December, 1979.



Sources: NAC (1974-1976), DNHW (1977e, 1978, 1979).

\*In this structure



## APPENDIX 12

FEDERAL GOVERNMENT CRITERIA FOR GRANTS TO NATIONAL AGENCIES, ASSOCIATIONS  
AND ORGANIZATIONS











APPENDIX 13

REVISED TERMS AND CONDITIONS FOR CONTRIBUTIONS



APPENDIX 13

REVISED TERMS AND CONDITIONS  
FOR CONTRIBUTIONS

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FITNESS AND AMATEUR SPORT BRANCH

HEALTH AND WELFARE CANADA

THIS EDITION SUPERSEDES PREVIOUS TERMS AND CONDITIONS

Sept. 1, 1978



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### OBJECTIVE OF THE FITNESS AND AMATEUR SPORT PROGRAM

"To raise the fitness level of Canadians and to improve their participation in physical recreation and amateur sport".

### SUB-OBJECTIVES OF PROGRAM

- To increase the appreciation for and understanding of fitness, physical recreation and amateur sport.
- To improve the Canadian delivery systems of fitness, physical recreation and amateur sport.
- To improve the quality of participation of Canadians in physical recreation and amateur sport.

### AUTHORITY AND ELIGIBILITY

#### Authority

The Minister, in accordance with these Terms and Conditions, may authorize contributions to any person, agency, organization, or institution for approved projects which fall within the objectives of the Fitness and Amateur Sport Program.

#### Eligibility

Any person, agency, organization or institution may submit a request for financial assistance, in accordance with the criteria contained herein, for the purpose of undertaking projects designed to encourage, promote and develop physical fitness and amateur sport.





## INFORMATION ON SUBMISSIONS AND EVALUATION

### A. Assessment of Submissions

The main factors in evaluating submissions shall be:

1. the degree of congruence of the objectives of the project with the objective and sub-objectives of the Branch;
2. the potential value of the project within the stated aims of the recipient and its ongoing programs;
3. the known and/or documented capacity of the recipient to successfully undertake and complete the project;
4. the cost of the project relative to the collective demands of all recipients and the availability of resources;
5. the documented existence of a built-in evaluation process for the projects.

### B. Provision for Continuing Evaluation

1. by the assignment of a Branch consultant for occasional, regular and/or continuous evaluation of projects.
2. by developing evaluative procedures for all projects supported by the program, such procedures to be effected by Branch evaluation staff or through professional services contracted by them.



## ACTIVITIES AND PROJECTS WHICH MAY BE ELIGIBLE FOR SUPPORT

### 1 PROMOTION AND COMMUNICATION

Strategies and activities designed to promote a better understanding of and active interest in fitness, physical recreation and amateur sport.

Such strategies and activities may include:

#### A. Publicity and Demonstrations

Projects in this sub-activity are primarily internal and therefore supported through operating funds. They are included for information purposes.

1. The preparation of displays and/or exhibits designed to portray the Fitness and Amateur Sport Program or elements thereof.
2. Demonstration projects which will promote various aspects of fitness, physical recreation or amateur sport.
3. Printed and film materials. Where it is deemed advisable, the Minister may enter into contractual arrangements with non-governmental organizations relative to the preparation, production and/or distribution of such materials.
4. The Branch may, from time to time, take out paid advertising in connection with special events.

Where applicable such activities shall be governed by departmental and governmental regulations.

#### B. Education and Information

Projects in this sub-activity are external. The criteria for Branch support are as follows:

##### 1. Publications

- up to 100% of the costs related to publication, such as writing, art work, production, etc.,
- publications must be printed in both official languages.



- translation costs of rule books and instructional manuals where
  - (a) such books do not exist in Canada in both official languages, or
  - (b) where such publications were originally printed in a language other than French or English.
- support may be provided to assist in the publication of newspapers, journals, magazines or similar house organs regularly produced by national associations. Support may only be considered for house organs that are bilingual in format.

## 2. Films

The Branch may provide up to 100% of the costs of purchasing or producing film materials on topics relating to fitness, physical recreation and amateur sport. Such materials may be purchased or produced through internal government procedures utilizing operating funds or, if it can be proven that substantial savings in time/money will result, through contributions to national associations. Supported film materials shall be produced in both official languages.

## 3. Special Educational/Informational Projects

From time to time the Branch may undertake various educational and/or informational projects designed for specific segments of the population. Such projects might include tests and testing programs, short courses, inter-departmental projects involving cost-sharing arrangements, radio and television programs or pilot projects.

## 4. Reports and Proceedings

- proceedings of conferences staged by associations (which may or may not have received Branch support) may be reproduced by the Branch provided the document relates to the objectives of the Fitness and Amateur Sport Program and is distributed by the association.
- from time to time the Branch may produce and distribute out of operating funds special reports on topics relating to fitness, physical recreation and amateur sport.
- such reports and proceedings will be produced in both official languages.





## 5. Halls of Fame

Contributions may be made to assist ongoing operational programs and/or special projects sponsored by such halls. Only halls of fame which are considered "national" by their respective sports may be eligible for assistance.

## 6. Special Studies or Projects

Support may be given to sport and recreation associations for special studies, or projects designed either to improve the operational and/or program effectiveness of the recipient association or to contribute significantly to the objectives of the Fitness and Amateur Sport Program.

## 7. Conferences, Meetings, Seminars and Workshops in Canada - General

The Branch may provide the following support for conferences, meetings, seminars and workshops which are staged by non-governmental associations and agencies and which contribute to the Branch objectives. Such meetings and conferences may include annual, executive, board of directors and planning. (see pages 25-26 for details).

Travel

Accommodation and meals

Administration

Translation

Facility Rental

Honoraria

## 8. International Congresses and Conferences Outside of Canada

Support may be provided for travel, meals and accommodation costs. See page 25 for details. This shall apply for approved numbers of delegates or participants for each international congress or conference held outside of Canada which is judged of significant importance by the Minister. Registration, entry fees and conference tours may also be supported. Receipts are required for fees.



## 9. Game Plan Promotion and Technical Projects

Contributions may be provided to support Game Plan Promotional and Technical Units. Such support may include:

- (a) Salaries, benefits and travel expenses of required full-time and part-time personnel in accordance with Branch-initiated limits.
- (b) Administrative and supply costs related to the projects.
- (c) The purchase, production and distribution of printed and film materials (in both official languages) required for the program.
- (d) News Conferences.
- (e) The production and broadcasting of radio and/or television programs.
- (f) Data Bank on athletes and sports officials.
- (g) Meetings.

NOTE: Contributions toward travel, accommodation and meals shall not exceed the limits specified for executive and technical personnel (see page 16)

## II RESOURCE DEVELOPMENT

The provision of new or upgraded facilities related to fitness, physical recreation or amateur sport and to activities concerned with leadership development.



## A. Physical Resource Development

It has not been Branch policy to provide support for constructing or upgrading new or existing facilities. The two current exceptions to this policy are:

### 1. Canada Games

Federal assistance for capital projects shall be the subject of negotiation for each Games. The federal contribution shall not exceed one-third of the actual capital costs or the maximum amount negotiated, whichever is less. The province and the host municipality or sponsoring organization must each assume one-third of the remaining costs. The federal contribution for capital projects must at least be matched by each of the other two levels of government or sponsoring organizations.

Capital projects shall consist of the construction of new facilities and/or the upgrading of existing facilities required for the Canada Games and which will later serve sport and recreation programs in the municipality and region.

### 2. Physical Resources Development

Support may be provided to assist selected universities to build and/or upgrade new or existing facilities to meet international standards.

Consideration for such support will be based on the following:

#### i If upgrading

- details of existing facilities
- when built
- dimensions and related information (e.g. if a pool, the number of lanes, types of filtration system, shower and dressing facilities, etc.)
- particulars on what will be included in the upgrading process





- an outline of possible accommodation and meal arrangements for non-university personnel (e.g. elite athletes) including times of year when available
  - estimated costs and anticipated sources of revenue.
- ii If building a new facility
- details on plans and specifications
  - an outline of existing facilities for sport and recreation
  - an outline of possible accommodation and meal arrangements for non-university personnel (e.g. elite athletes) including times of year when available
  - proposed construction schedule.
  - estimated costs and anticipated sources of revenue.
- (b) Facilities being constructed or upgraded must meet the international standards as specified by the International Sports Federation(s) concerned.
- (c) Facilities must be made available at reasonable cost and at popular times to Canadian athletes of international calibre and national team athletes.
- (d) The institution must provide the necessary qualified staff to conduct the required testing and measurement of the elite athlete. There shall be no more than a nominal charge for these services.
- (e) The institution must make the facilities available to the general population of the surrounding area to the greatest possible extent.
- (f) The institution must provide a plan indicating how it will ensure federal identity.

NOTE: Institutions applying for funds under the Physical Resources Development Program must outline in some detail how they can meet clauses (c) to (f) inclusive. A report will be required on such usage at the end of the first year of operation of the new or improved facility.



- (g) The maximum assistance available under the program is restricted to a total of approximately \$500,000 for each of the following major regions of the country on a one time only basis:

Atlantic Provinces	Prairies
Quebec	British Columbia
Ontario	

- (h) Eligibility for assistance will be restricted to universities that, in the construction of new facilities or the upgrading of existing ones, wish to attain or consider the attainment of international standards. Only that portion of the cost required to bring a facility to international standards would thus be eligible and federal financial support would in no case exceed the aforementioned portion.
- (i) Within the overall regional allocation of funds of approximately \$500,000 as mentioned above, there will also be an upper limit of capital support to any one institution of 20% of the total capital cost of the facility(ies) being considered for financial support.
- (j) All such payments are subject to Branch policies relative to accountability and audit.

## B. Human Resource Development

1. (a) Camps, clinics, institutes and other leadership training programs may be supported for:
- i Fitness and recreation leaders
  - ii Coaches and managers
  - iii Referees and other game officials
  - iv Administrators
  - v Technical personnel

Such leadership training programs may be regional, national or international in scope.

Support for leadership development may include attendance at technical development camps and/or major competitions. Consideration may also be given to bringing foreign resource personnel to Canada for leadership training projects and to supplying leaders with approved technical and/or training aids.



Before support can be considered, the Branch must receive all pertinent information from the sponsoring organization including: number of hours of instruction, purpose of project, number of candidates, etc.

Where support is provided it may include: (see pages 25-26 for details).

Travel  
Accommodation and Meals  
Honoraria  
Facility Rental  
Entry Fees  
Administration

(b) National Coaches School

Support may be provided towards the operational costs of a National Coaches School run in conjunction with the Coaching Association of Canada. Such operational costs may include such items as salaries, honoraria, administration, supplies and equipment, travel costs and facility rental as negotiated with the Branch and approved by the Minister.

2. Conferences, Meetings, Seminars and Workshops - Technical

Support may be provided for the following types of technical conferences, meetings, seminars, symposia or workshops; coaching, technical, officiating, fitness or recreation leadership.

Where support is provided it may include the following: (see pages 25-26 for detail)

Travel  
Accommodation and Meals  
Administration  
Translation  
Facility Rental  
Honoraria





### 3. Honoraria

Coaches, officials and other leadership personnel may be eligible for honoraria as compensation for a verified loss of salary while attending or participating in major training programs or competitions. Prior approval from the Branch for such attendance or participation is required.

### 4. Grants-In-Aid for Sport Scientists and Specialists in Sport Medicine, Paramedical Fields and in the Behavioural Sciences

Grants-in-aid may be made to individual specialists in these fields to assist in upgrading their knowledge and/or skills at clinics, short courses or through college or university programs.

Support may be provided for:

Travel - (see page 25 for details)

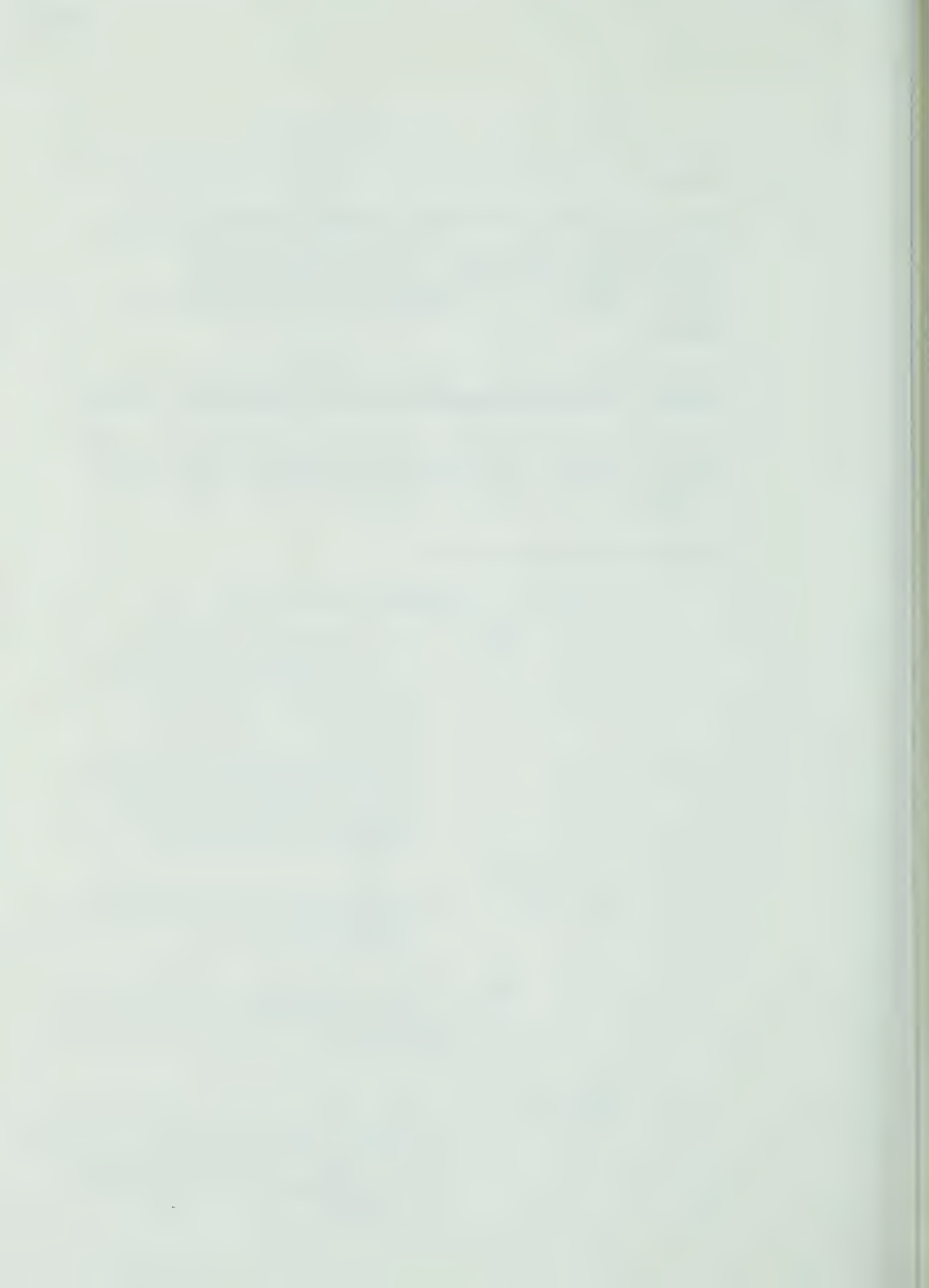
NOTE: i one return trip from home to course location only shall be supported in each academic year.

ii if travel is involved as part of the course requirements, the rates as specified on page 25 shall apply. Prior Branch approval is required.

Accommodation and Meals - according to the institution or course sponsor rates. Receipts are required.

NOTE: If the course sponsors do not provide accommodation and meal facilities the rates shall be as set forth on page 25, Section 2 .

Education Costs - up to 100% of the costs of tuition, books, student fees, etc, may be provided. Prior Branch approval is necessary and receipts are required.



Such grants-in-aid will be assessed individually and support may be provided up to a maximum of \$15,000 per annum. Support may extend more than one year and the level of support may be altered from time to time at Ministerial discretion.

5. Grants-In-Aid and Apprenticeships for Coaches and Recreation Leaders

Support may be provided to upgrade individual coaches and recreation leaders upon approved application and may include:

- (a) individual apprenticeship projects
- (b) masters degree programs specializing in coaching or recreation programs
- (c) community college specialist courses
- (d) formal courses conducted by accredited specialists

Support may be provided for:

Travel - (see page 25 for details)

- NOTE:
- i one return trip from home to course location only shall be supported in each academic year.
  - ii if travel is involved as part of the course requirements, the rates as specified on page 25 shall apply. Prior Branch approval is required.

Accommodation  
and Meals

- according to the institution or course sponsor rates. Receipts are required.

NOTE: If the course sponsors do not provide accommodation and meal facilities the rates shall be as set forth on page 25, Section 2 .



Educational Costs - up to 100% of the costs of tuition, books, students fees etc. may be provided. Prior Branch approval is necessary and receipts are requested.

6. Support to National Associations for Full-Time Administrative, Technical, Coaching and Secretarial Personnel

The eligibility of national associations to receive support for such personnel shall be based on the same criteria used to determine the eligibility of associations for residency in the National Sport and Recreation Centre. They include:

NATIONAL FACTORS

- Geographic distribution - participation, competition and membership
- Participation and/or competitive structure and program within Canada.
- Present level of technical development
- Nature of the activity .

INTERNATIONAL FACTORS (SPORTS)

- International organizational structure of the sport
- Past history of the sport in international competition
- Potential of the sport in international competition
- Requirements to achieve potential.

DEVELOPMENT

- Quality and quantity of leadership
- Number of competitors and participants
- Potential to increase participation for all
- Contribution to fitness and physical activity
- Stated objectives
- Operational plan for approach to specific clientele.





### FINANCIAL CONSIDERATIONS

- Current financial situation
- Sources of revenue
- Financial ability to accept the cost of residency
- Potential to generate funds.

### ADMINISTRATIVE CONSIDERATIONS

- Present business practices
- Accounting procedures
- Funding procedures
- Organizational structure
- International and external communications
- Ability to plan, set priorities, organize, direct and coordinate programs
- Strong marketing system and promotional materials
- Evaluation procedures.

Contributions may be made towards the salaries and travel expenses of the following types of personnel as noted:

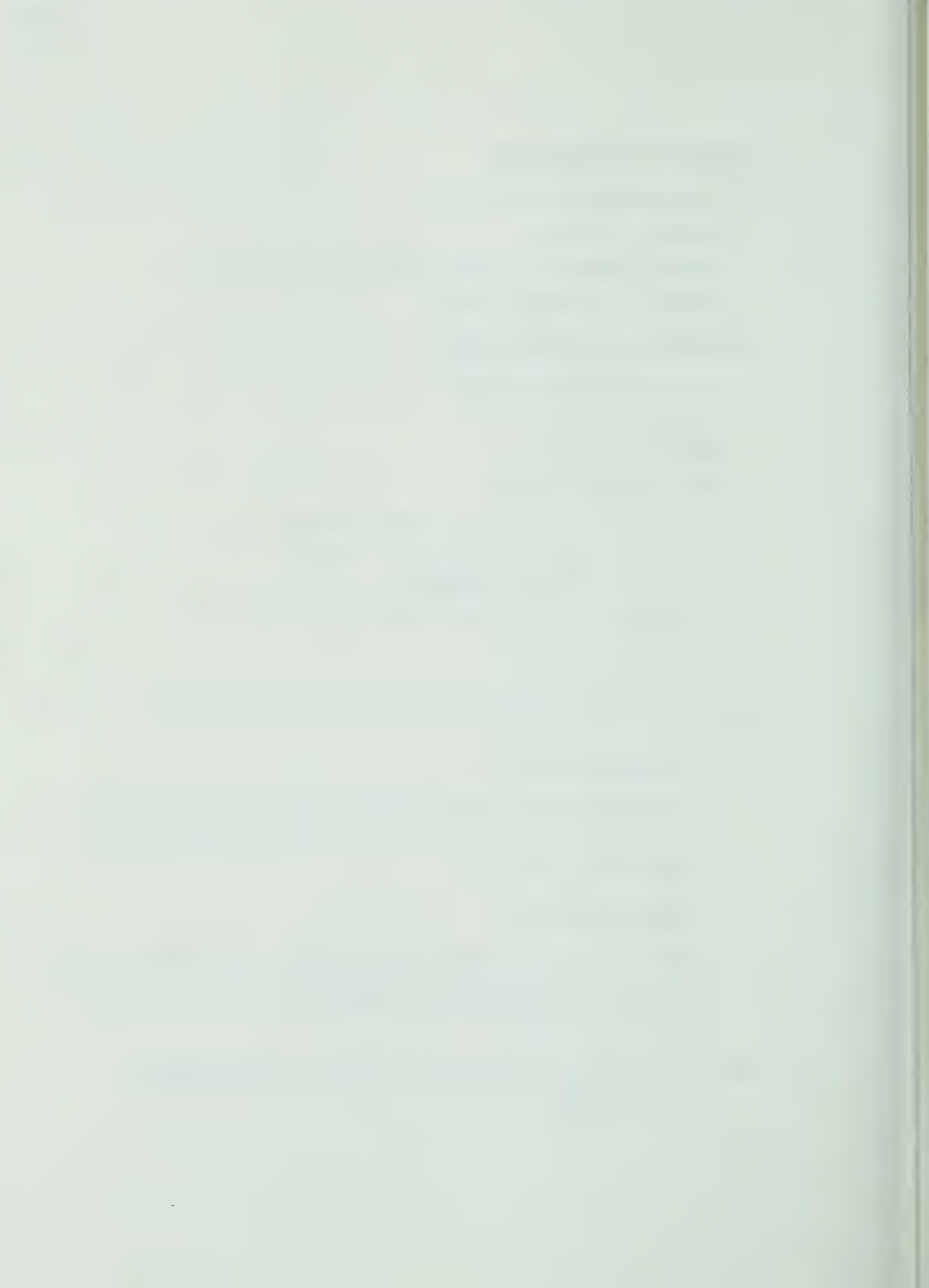
#### (a) Executive Secretaries

Funds may be contributed towards salaries and travel expenses of up to \$14,840 per year as of 1979-80. Annual increments of up to but not exceeding 8% may be made in future years at Ministerial discretion.

#### (b) Executive Directors

Funds may be contributed towards salaries and travel expenses of up to \$18,550 per year as of 1979-80. Annual increments of up to but not exceeding 8% may be made in future years at Ministerial discretion.

NOTE: 1. No association shall receive concurrent support for both an executive secretary and an executive director.



2. Where it is clearly demonstrated that an executive director has professional and/or technical responsibilities in addition to administrative duties, he/she may be eligible to receive salary and travel contributions equivalent to that received by technical coordinators.

(c) Technical Coordinators

Funds may be contributed towards salaries and travel expenses of up to \$22,260 per year as of 1979-80. Annual increments of up to but not exceeding 3% may be made in future years at Ministerial discretion. In certain cases additional support may be made relative to the relocation expenses of such persons as negotiated individually and in accordance with Treasury Board Directives.

(d) National Coaches

Funds may be contributed towards salaries and travel expenses of up to \$26,500 per year as of 1979-80. Annual increments of up to but not exceeding 8% may be made in future years at Ministerial discretion. In certain cases additional support may be made relative to the relocation expenses of such persons as negotiated individually and in accordance with Treasury Board Directives.

(e) Coaching Certification Coordinators

Funds may be contributed <sup>22,260</sup> towards salaries and travel expenses of up to ~~\$26,500~~ per year as of 1979-80. Annual increments of up to but not exceeding 8% may be made in future years at Ministerial discretion. In certain cases additional support may be made relative to the relocation expenses of such persons as negotiated individually and in accordance with Treasury Board Directives.

(f) Secretaries

Secretaries to the personnel outlined above (a,b,c,d,e) may receive support towards salaries not to exceed \$11,130 per year as of 1979-80. Increases above this limit may be made in future years at Ministerial discretion.



NOTE: 1. Increases in contributions towards salaries and travel may be utilized for the following purposes or any combination thereof:

- (a) salary increments
- (b) travel costs
- (c) professional advancement

2. Where part of the contributions to the above-named personnel is used for travel, the following conditions shall apply:

Travel - (see page 25 for details)

Accommodation and Meals - up to \$15.00 per day for meals and up to \$25.00 per night for accommodation. Receipts are required for accommodation.

When accommodation is arranged with friends and relatives, an allowance of \$8.00 per night may be claimed.

3. Travel support in addition to that specified in clauses (c), (d) and (e) on page 15 may be provided to technical coordinators, national coaches and coaching certification coordinators in relation to certain approved projects. The limits shall be those outlined in Note 2 (above).

(g) Professional Development

Support may be provided to assist professional employees and/or selected volunteers in associations in undertaking professional development programs. Prior Branch approval, in writing, is required.

7. Administrative Support to Associations and Groups

Support may be provided to associations and groups for purposes of assisting in:

- ongoing administrative and technical expenses
- new program projects of a developmental nature
- travel by outside resource or association personnel for purposes of promoting the aims, objectives and programs of the association or in conducting its work.





Such support may be provided for travel, meals, accommodation, printing, postage, facility rentals, salaries, benefits, honoraria, the provision of services in both official languages and other approved administrative expenses. All travel, meals and accommodation expenses shall conform to the limits specified for administrative and technical personnel (see page 25).

#### 8. Sport Leaders' Exchanges

Such exchanges shall be the subject of negotiations between the governments of the participating countries. In general the host country will support the travel and living costs incurred within the country while the visiting country pays round-trip travel costs to the capital or designated cities. Due to the nature of sport exchanges, extraordinary expenses may be considered for such items as gifts, uniforms, per diem cash allowances, etc., as may be dictated by protocol or by agreement between the countries concerned.

NOTE: In special cases such support may also be provided for exchanges arranged between the sports governing bodies of the countries involved.

#### 9. Designated National Organizations

Contributions to the following organizations may be based on a percentage of the annual budget presented by the organization:

- Coaching Association of Canada
- Sport Participation Canada
- Game Plan Association.

### III TRAINING

Events for participants and athletes which foster the improvement of abilities and performance in fitness, physical recreation and amateur sport.

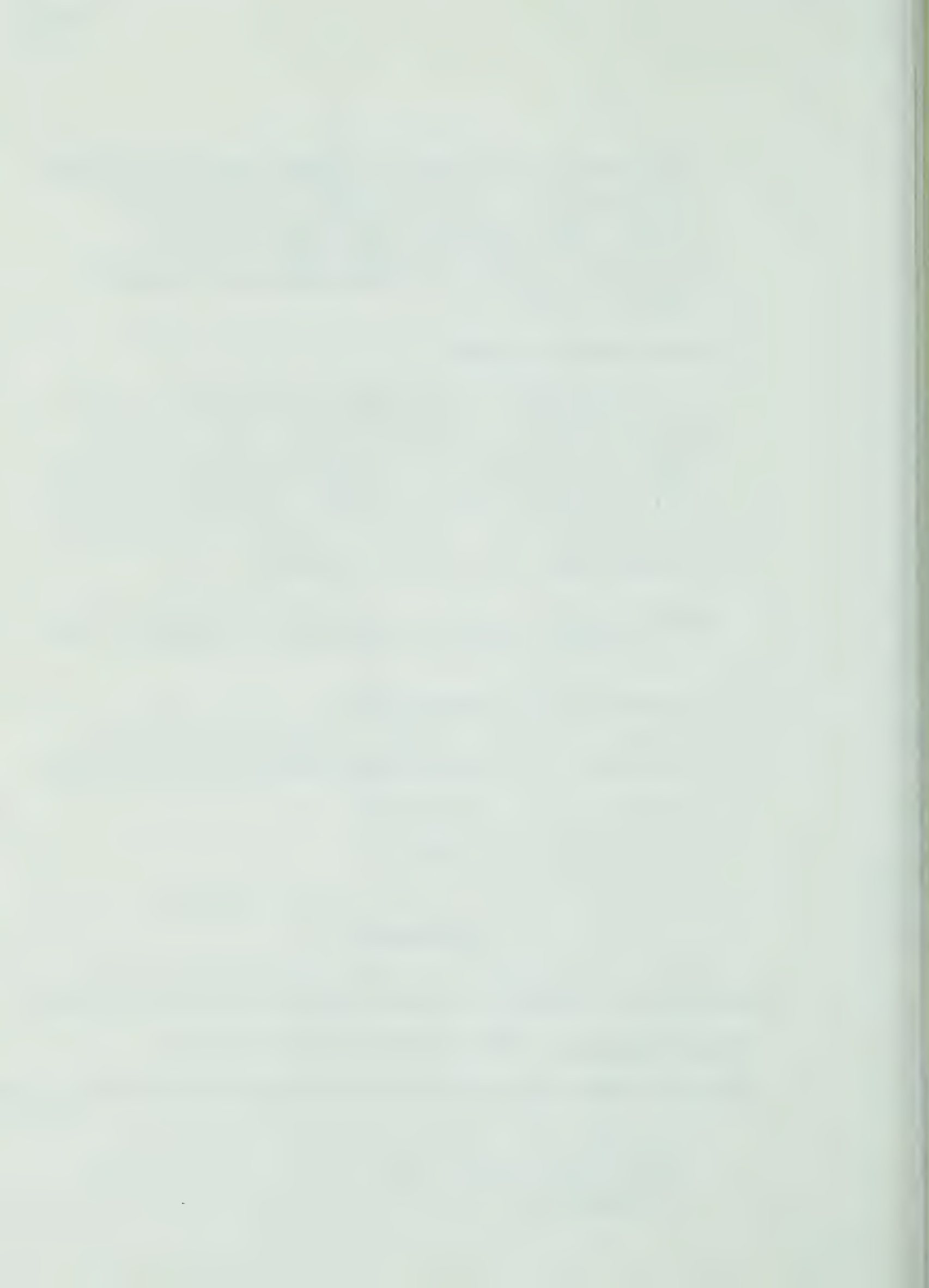
#### A. Types of Support for Camps and Other Training Projects

Support for camps and other training projects is as follows:(see pages 25-27 for details)

Travel

Accommodation and Meals

Administration



Staff Honoraria

Medical Personnel  
and Supplies

Equipment

Facilities

Evaluating the Training  
Progress of Athletes

## B. Types of Training Projects Eligible for Support

Pre-competition Camps and Training Camps

Selection Camps

National Team Training Centres

Support may be considered for national team training centres. Such centres may include athletes, coaches, officials and other approved personnel.

NOTE: For purposes of these terms and conditions, a training camp is regarded as a short-term project while a training centre extends over a longer period - e.g., a year or more.

Participants Camps and Training Projects

Camps and training projects for participants in sport fitness or physical recreation activities.

## C. General Criteria for Camps

Unless previously approved, camps must be a minimum of four complete days of activity.

Regional camps of lesser duration may be supported.

A limited number of athletes and coaches in addition to card athletes and coaches may be supported to attend Camps on the recommendation of Branch consultants.



Full technical details of the camp program must be included in the application.

Where officials' development is to be part of a Camp, full details on requested support must be included.

A detailed assessment of the camp including conclusions drawn and recommendations for future camps must be presented to the Branch within 60 days following the camp.

#### D. Grants-In-Aid to Student-Athletes

Application forms are required except for carded athletes and their equivalents as designated by Game Plan. Such forms and the accompanying information sheet shall contain all the details required by the applicant.

In general the main criteria will be:

##### 1. Eligibility

Preference will be given to athletes of national and international status. Professional athletes, as defined by the national sports governing bodies concerned, are not eligible for consideration.

##### 2. Annual Selection Process

Carded athletes or their equivalent as designated by Game Plan may be eligible for grants-in-aid.

National sports governing bodies may be involved in the selection process by the ranking of applicants in their respective sports according to competitive excellence.

A national selection committee, appointed by the Minister, and primarily composed of representatives of national multi-sport bodies may recommend a list of recipients for the Minister's approval.

##### 3. Amount of the Contributions

The amounts of the contributions will be determined each year and will be based on the level of the education program being undertaken by the recipient, for example - university, community college or high school.





Exceptional recipients attending non-Canadian institutions who are in receipt of athletic scholarships or grants-in-aid will receive the difference between their basic costs (tuition, room, board, books, etc.) and the value of their athletic scholarships.

#### 4. Educational Institutions

Unless there are exceptional circumstances, recipients will be expected to attend Canadian educational institutions. Applicants who do not plan to attend institutions in Canada shall submit an explanatory letter with their application.

#### 5. Citizenship

Recipients must be Canadian citizens or have made application for citizenship.

#### 6. Right of Withdrawal

The Branch reserves the right to withdraw an awarded contribution before payment has been made where the intended recipient either drops out of school or fails to progress satisfactorily in his/her sport as certified by the national sports governing body concerned.

### E. Athlete Support Programme

- Support to carded athletes for their living and training expenses may include:

1. travel to daily training (when coaching and training sites are outside athlete's community)
2. room and board assistance (when necessary to live away from home for training)
3. equipment (sports equipment)
4. food supplements (vitamins, proteins, etc.)
5. membership fees (sport club, commercial fitness club, etc.)
6. travel, accommodation (to competitions)
7. coaching costs (fees)
8. relocation costs (moving expenses)
9. tuition and school expenses (grant-in-aid)



10. Paramedical and other services (physiotherapy and rehabilitation services, consultant services)
  11. compensation to working athletes for loss of salary or wages
  12. other legitimate approved training expenses
- Such support will only be considered following completion of a Branch application form.
  - This total financial support shall not exceed \$8,000 per year.

#### F. Talent Identification

Support may be provided to provincial or national sports governing bodies for projects designed to identify talented athletes. Such support may include:

- salaries or honoraria and any approved benefits
- travel, accommodation and meals
- administrative costs - office, telephone, mailing, supplies, translation, facility rentals, etc.
- purchase, production and distribution of printed or film materials in both official languages
- advertising
- meetings.

- NOTE:
- i Contributions toward salaries shall not exceed \$15,000 in 1979-80. Increases not exceeding 8% per annum may be made in future years.
  - ii Contributions toward honoraria, travel accommodation and meals shall not exceed the limits specified for executive and technical personnel (see pages 25-26).

### IV COMPETITIONS

Events in which individuals or groups of individuals measure their performance against others and/or according to established standards.

#### Domestic

Competitive events organized at the regional or national levels or for certain segments of the population or



## International

Competitive events organized for selected athletes with superior skills.

### A. Types of Support

The types of support that may be provided for competitions are as follows: (see pages 25-26 for details).

Travel

Accommodation and Meals

Equipment

Administration

Medical Personnel and Supplies

Facility Rental

Entry fees

### B. Categories of Competitions

Support may be provided to athletes, coaches, team officials, support staff and game officials involved in the following categories of competitions.

#### 1. International Competitions

##### More Than One International Event Per Year Per Sport

In any sport more than one international event may be considered in any one year. Support provided will be on the same basis as for international competitions (see 1 above).

##### Junior and Senior International Events in the Same Sport

Support may be considered for junior and senior international events in the same sport in the same year. Such support will be on the same basis as provided for national competitions (see 2 below).

##### Hosting of International Single - Sports Events In Canada

Support may be provided to the hosting of international single-sports events in Canada. Such support will not exceed one-third (1/3) of the net approved costs of promoting, organizing and staging the event and where applicable will conform to the items and amounts indicated in IV A (above).





NOTE: The hosting of international multiple games is not included within these terms and conditions but would, in each case, require separate approval.

2. National Championships and Competitions

NOTE: National age-class championships are not encouraged.

3. Regional Championships and Competitions

Up to five regions may be supported.

4. Trials

Support may be considered for trials in addition to national championships where they are governed by the dates of world and/or multi-sport competitions.

5. Developmental Competitions

These are competitions which in the judgement of the Minister will develop the skills of specific groups and increase participation.

6. Sport Exchanges

This refers to the exchange of athletes and teams between Canada and other countries as a result of negotiations between the governments of the countries involved. In general the host country will support approved travel, living and administration costs incurred within the country while the visiting country pays round-trip travel and living costs to the capital or designated cities. In the case of Canadian teams travelling abroad as part of an exchange program, approved administrative costs may also be supported. Due to the nature of sport exchanges, extraordinary expenses may be considered for such items as gifts, uniforms, per diem cash allowances, etc. as may be dictated by protocol or by agreement between the countries concerned.

NOTE: In special cases such support may also be provided for exchanges arranged between the sports governing bodies of the countries involved.



7. Visiting Athletes, Teams and Tours

Support may be considered to bring foreign teams and athletes to Canada. Where support is given it will include transportation, accommodation, meals and administrative costs as defined on pages 25-26. Such support may apply to the foreign teams and/or the Canadian team accompanying it. Public relations personnel travelling with such teams or athletes may be eligible for the same support but prior approval is required.

8. Canada Games (Operational)

In support of the operational costs of each Canada Games, the Fitness and Amateur Sport Branch shall underwrite, within an approved ceiling, the cost of transportation of approved team personnel and officials to and from the host city, as well as reasonable accommodation and living expenses of these teams and officials during the Games. The Branch is also prepared to assist in meeting the operating costs of the Games within an authorized budget after taking into consideration the potential revenues that may be derived from gate receipts etc.



## RESEARCH

Contributions for research projects related to fitness, physical recreation and sport, may be made under the Research Terms and Conditions administered by the Branch's Planning, Research and Evaluation Directorate. These Terms and Conditions are available upon request from the Branch.

## ALLOWANCES

Support may be considered for the following categories as related to projects specified in these Terms and Conditions.

### 1. Travel

- up to 100% of the actual travel expenses by economy air, bus or train. Receipts are required. Group fares shall be used whenever possible.
- when travel by car is approved, 10¢ per mile may be paid. When such equipment as boats or canoes are being towed or transported, up to 15¢ per mile may be paid.
- when transporting horses, .31¢ per mile or .20¢ per kilometer per horse may be paid.
- car and truck rentals may be supported up to 100% of the actual costs. Prior approval is required from the Branch.

NOTE: Once the mode of travel has been approved by the Branch for a project, it cannot be changed without prior Branch authorization.

### 2. Accommodation and Meals

- up to \$15.00 per day for meals and up to \$25.00 per day for accommodation. However, the maximum allowable per day for meals and accommodation shall be \$30.00. Receipts are required for accommodation.
- when accommodation is arranged with friends or relatives, an allowance of \$8.00 per night may be provided.





3. Administration
  - up to \$500 per project or up to 10% of the contribution approved for the project, whichever is the lesser. Allowable expenses may include printing and mailing, telephone, secretarial assistance, etc.
4. Translation
  - up to 100% of the costs involved for translation services. Prior approval is required.
5. Facility Rental
  - up to 100% of the costs of facility rentals. Prior approval is required and receipts must be submitted to the Branch. Such facilities may include meeting rooms and halls, sport and recreation facilities, laboratories, etc.
6. Honoraria
  - a visiting speaker or resource person may receive up to \$35.00 per day. When there are several visiting speakers or resource personnel, the total honoraria shall not exceed \$100 per day. In certain cases support in excess of these amounts may be approved where the stature of such persons so warrants. Any such increases must be the subject of prior negotiations with the Branch.
7. Entry Fees
  - up to 100% of entry fees charged for approved projects.
8. Medical Personnel and Supplies
  - the support of medical and para-medical personnel may be considered for certain projects. Reasonable medical supplies may be supported. Receipts are required for supplies.
9. Equipment
  - the purchase, transportation, rental or repairs of equipment terms may be considered for support. Receipts are required for all such expenditures.



10. Evaluating The Training  
Progress of Athletes

- up to 100% of the costs involved in administering projects designed to evaluate the training progress of athletes may be supported. Prior approval is required and approved payments shall be made to the sports governing bodies.

NOTE

1. Rates for mileage, meals and accommodation may be adjusted from time to time at Ministerial discretion in relation to changes in Treasury Board Travel Directives.
2. The Branch reserves the right to reduce support to individual projects or types of projects within the limits set forth in these terms and conditions.



## GENERAL CONDITIONS

### A. Cash Flow

The Minister may approve payment of a contribution in such circumstances and in such amounts as deemed expedient.

### B. Project Revisions

Recipients may, without referring to the Branch for approval, transfer funds between expenditures categories within a project to a maximum of ten percent (10%) of the budgeted amount of the category to which the funds are transferred.

Approval, by the Branch, in writing is required:

1. When a substantial change in the scope, character or activities of the project occurs or is proposed;
2. When a change in project-objective is necessitated;
3. When an extension or other change in the duration of the project is desired;
4. When transfer of funds between expenditure categories within a project exceeds 10%; and
5. When increases in an approved budget are requested.

Details of such proposed revisions should be communicated as soon as possible to the appropriate Branch consultant, in order to ensure that proper consideration may be given to the proposals and Ministerial approval obtained if necessary.

Should it become evident to any recipient of a Branch contribution that, for any reason such as early termination of a project or a reduction in the scope of a project or event, actual costs to be incurred will be lower than the amount being contributed by the Branch for the approved types of expenditures, a revised budget should be submitted to the Branch, accompanied by a refund of any excess of Branch advances over anticipated actual costs. Refunds must be made immediately upon cancellation of projects for which advances have been made.

### C. Transfers Between Projects

Under no circumstances will transfers between projects be permitted.





D. Project Records & Reports

The sponsoring person or organization agrees to:

1. Maintain such records and accounts as required by generally accepted accounting principles or as requested by the Department and to permit the Minister, his officers and agents every facility to inspect and examine all such records and accounts for a minimum period of 3 years.
2. Submit to the audit section of the Fitness and Amateur Sport Branch a completed copy of the Project Cost Statement within 90 days of the completion date of the project; this statement comprises a formal statement of actual costs incurred in relation to specifically approved expenditure categories and amounts.

NOTE: Receipts and other supporting documents should not be submitted with the project expenditure statement but are to be made available to F. & A.S. auditors or their representatives upon request.

3. Provide at the end of each fiscal year during which the project is in progress, or at such other times as may be required by the Minister
  - (a) a report on the progress and development of the project,
  - (b) audited financial statements of the organization (balance sheet, statement of revenue and expenditures).

E. Refunds

Any federal contributions received for a project which at the termination of that project are in excess of the amount actually expended for the purposes intended shall be refunded to the Receiver General for Canada within 90 days of the project completion date (cheque to accompany project cost statement).

If after an audit, or a decision on an appeal, a further refund is indicated, such refund must be made within 30 days.

F. Audit

All projects supported by contribution from the Branch are subject to federal audit.

Recipients will be notified of the audit results and may appeal in writing any proposed disallowances within 30 days of the receipt of notification. Failure to appeal within the thirty-day period will be regarded as concurrence with the audit report.



### G. Compliance

Future funding will be withheld from organizations which willfully or due to neglect, do not comply with the conditions specified in paragraph (C), (D) and (E) above, until the situation has been corrected to the satisfaction of the Branch.

### H. Specific Expenditure Items

Contributions from the Fitness and Amateur Sport Branch may not normally be applied towards the following expenditure items when they are related to the central administrative costs of an association.

Any exception will require prior Branch approval.

- |                       |                       |
|-----------------------|-----------------------|
| 1. Audit fees         | 6. Fines              |
| 2. Incorporation fees | 7. Advertising        |
| 3. Insurance          | 8. Consulting fees    |
| 4. Bank charges       | 9. Membership fees    |
| 5. Legal fees         | 10. Subscription fees |

NOTE: 1. Advertising may be considered in relation to:

- (a) a specific project - e.g. a competition, training camp, etc.
- (b) calling for applications for such positions within national associations as executive secretaries, executive directors, technical coordinators, national coaches, coaching certification coordinators and special project leaders.

- 2. Consulting fees may also be considered when related to a specific project.

### I. Termination of Projects

A project may be terminated by the recipient at any time before the end of the approved project period upon formal notification to the Fitness and Amateur Sport Branch. Any unexpended funds shall be immediately returned to the Branch. Contributions for projects may also be revoked in whole or in part or further payments withheld at any time by the Minister or his designee if it is found that the grantee has failed in any major respect to comply with established terms and conditions for contributions or has failed to carry out the project as approved.

### J. Liability for Claims

The Department of National Health and Welfare assumes no responsibility for accidents, illnesses, or claims arising out of work undertaken with the assistance of a project contribution. The recipient organization should take such steps to protect or insure itself as may be deemed desirable.



K. South African or Rhodesian Teams or Athletes

No contribution will be provided to teams or athletes or to otherwise support in any manner a project staged in Canada, South Africa or Rhodesia that involves participants from the Republic of South Africa or Rhodesia. Further, legal recovery action may be taken on any and all federal contributions if an organization is found to be in violation of this official federal government position.

L. Official Languages Act

The Fitness and Amateur Sport Branch encourages the applications of the Federal Government's Official Languages Act relative to all projects and programs receiving Branch support. In some cases, such as support for publications or film materials, implementation of certain provision of the Act shall be mandatory as specified in these Terms and Conditions.

M. Federal Identity

Recipient associations shall ensure appropriate federal identity in projects and programs supported by the Fitness and Amateur Sport Branch by

- (a) publicity in the media on competitions, training projects, etc.
- (b) the inclusion of the following statement in printed or film materials (programs, manuals, films, etc.)

"Produced with the assistance of the Fitness and Amateur Sport Branch, Department of National Health and Welfare."

N. Transportation

All persons travelling at the expense of the Fitness and Amateur Sport Branch must use Canadian carriers on all routes which they serve. Any exception to this policy must receive Branch authorization prior to booking.





FITNESS AND AMATEUR SPORT BRANCH

DEFINITION OF TERMS

- I "Minister" means either the Minister of National Health and Welfare or the Minister of State, Fitness and Amateur Sport.
- II "Contribution" means an accountable contribution for the promotion, encouragement and development of Fitness, Amateur Sport and Physical Recreation.
- III "Project" means study, demonstration, training, resource development, competition, administration or other similar and related activity designed to promote, encourage and develop Fitness, Amateur Sport and Physical Recreation.
- IV "Persons" or "Organization" means the government of a province, territory or municipality or a department thereof and an agency, association, corporation, institution, individual or other body capable of conducting activities in the Fitness, Amateur Sport and Physical Recreation Fields.
- V "Branch" means the Fitness and Amateur Sport Branch of the Department of National Health and Welfare.



PART A — PARTIE A

NOTE — *Fitness and Amateur Sport will only support projects which relate to the program areas listed below.*  
*Seuls les projets qui se rapportent aux secteurs d'activités énumérés ci-dessous recevront une aide financière de Santé et sport amateur.*

1. NAME OF ORGANIZATION — NOM DE L'ORGANISME	
CANADIAN ASSOCIATION FOR HEALTH, PHYSICAL EDUCATION AND RECREATION	
2. Check (✓) those Program Areas for which your organization is requesting funds in the next year. Cocher (✓) les secteurs d'activités pour lesquels votre organisme demandera une contribution au cours de l'année prochaine	
SUB-ACTIVITIES SOUS-ACTIVITÉS	PROGRAM AREA — SECTEURS D'ACTIVITÉS
PROMOTION AND COMMUNICATION PROMOTION ET COMMUNICATION	<input type="checkbox"/> PUBLICATIONS <input type="checkbox"/> AUDIO VISUAL MATERIAL MATERIEL AUDIO-VISUEL <input type="checkbox"/> MEDIA RELATIONS (press releases, news conferences, etc.) RELATIONS AVEC LES MÉDIAS (communiqués, conférences de presse, etc.) <input type="checkbox"/> PUBLIC RELATIONS (displays, banquets, posters, pins, etc.) RELATIONS PUBLIQUES (étalages, banquets, affiches, épinglettes, etc.)
HUMAN RESOURCE DEVELOPMENT Improvement of leaders and technical personnel PERFECTIONNEMENT DES RESSOURCES HUMAINES Perfectionnement des animateurs et du personnel technique	<input type="checkbox"/> INSTRUCTORS INSTRUCTEURS <input type="checkbox"/> COACHES ENTRAÎNEURS <input type="checkbox"/> TECHNICAL OFFICIALS / REFEREES OFFICIELS TECHNIQUES / ARBITRES <input type="checkbox"/> MEDICAL AND PARAMEDICAL PERSONNEL PERSONNEL MÉDICAL ET PARAMÉDICAL <input type="checkbox"/> VOLUNTEERS BÉNÉVOLES <input type="checkbox"/> FIELD STAFF PERSONNEL REGIONAL
PHYSICAL RESOURCE DEVELOPMENT PERFECTIONNEMENT DES RESSOURCES MATÉRIELLES	<input type="checkbox"/> FACILITIES INSTALLATIONS <input type="checkbox"/> EQUIPMENT ÉQUIPEMENT <input type="checkbox"/> SCHOOLS (sport schools, etc.) ÉCOLES (écoles du sport, etc.)
PARTICIPANT AND ATHLETE TRAINING ENTRAÎNEMENT DES PARTICIPANTS ET DES ATHLÈTES	<input type="checkbox"/> TRAINING CAMPS CAMPS D'ENTRAÎNEMENT <input type="checkbox"/> CLUB PROGRAMS PROGRAMMES POUR LES CLUBS <input type="checkbox"/> NATIONAL AND REGIONAL TRAINING CENTRES CENTRES D'ENTRAÎNEMENT NATIONAUX ET RÉGIONAUX
COMPETITION COMPÉTITION	<input type="checkbox"/> INTERNATIONAL <input type="checkbox"/> NATIONAL <input type="checkbox"/> REGIONAL RÉGIONAL
ORGANIZATION MANAGEMENT GESTION DES ORGANISMES	<input type="checkbox"/> MEETINGS RÉUNIONS — Administrative (policy, planning, executive, Annual General Meeting, etc.) — Administratives (politique, planification, exécutif, réunion annuelle générale, etc.) — Technical (advisory councils, international meetings, etc.) — Techniques (conseils consultatifs, réunions internationales, etc.)  <input type="checkbox"/> PERMANENT STAFF SALARIES AND DEVELOPMENT SALAIRES ET PERFECTIONNEMENT DU PERSONNEL PERMANENT — Executive Director, Technical Director at the National Sport and Recreation Centre — Directeur exécutif, directeur technique au Centre national du sport et de la récréation — Coaches (National) — Entraîneurs (nationaux) — Program Co-ordinators and Program Directors, etc. — Coordonnateurs des programmes, directeurs des programmes, etc.  <input type="checkbox"/> RESEARCH RECHERCHE  <input type="checkbox"/> ADMINISTRATION FUNDS FONDS ADMINISTRATIFS

3. For each Program Area with a check (✓), attach a brief description of the following:  
Pour chaque secteur d'activités coché (✓), veuillez annexer une brève description des suivants:

- (a) The present status of the program area.  
Description de l'état actuel du secteur d'activités.
- (b) The measurable goals and major accomplishments anticipated for the next year.  
Description des objectifs mesurables et des réalisations majeures prévues pour l'année prochaine.

4. List by program area and priority sequence, the titles of the individual projects for which your organization is requesting financial support. An "Application For Contribution (Project Details) PART B" must be submitted for each of the projects listed.

Pour chaque secteur d'activités, indiquer selon l'ordre de priorité les titres des projets individuels pour lesquels votre organisme demande une aide financière. Une "Demande de contribution (Détails du projet) PARTIE B" doit être soumise pour chacun des projets énumérés.

N.B. IF NEW COPIES OF THE "APPLICATION FOR CONTRIBUTION (PROJECT DETAILS) PART B" ARE SUBMITTED DURING THE YEAR AND (a) CHANGE THE ORIGINAL PROGRAM OR (b) REFLECT A NEW PROGRAM AREA NOT ALREADY DETAILED, A NEW "PART A" FORM MUST BE SUBMITTED WITH THE NEW PROJECT(S).  
SI DES COPIES SUPPLÉMENTAIRES DE LA "DEMANDE DE CONTRIBUTION (DÉTAILS DU PROJET) PARTIE B" NOUS SONT SOUMISES AU COURS DE L'ANNÉE ET (a) MODIFIENT LE BUT ORIGINAL DU PROGRAMME OU (b) REPRÉSENTENT UN SECTEUR D'ACTIVITÉS NON PRÉVU, UNE NOUVELLE FORMULE "PARTIE A" DOIT ACCOMPAGNER LA SOUMISSION DE CE(S) NOUVEAU(X) PROJET(S).

5. AUTHORIZED REPRESENTATIVE REPRÉSENTANT AUTORISÉ	NAME NOM	SIGNATURE	DATE D-J M Y-A
	TITLE TITRE		







## FITNESS AND AMATEUR SPORT BRANCH

### PROGRAM DIRECTIVE 1976 GRANTS-IN-AID TO CANADIAN STUDENT-ATHLETES PROGRAM

On the assumption that funds will again be available for contributions to student-athletes, we are circulating application forms for the 1976-77 academic year.

If you expect to be pursuing your educational program in 1976-77 and if you are interested in applying for a contribution, please complete the enclosed application in duplicate and return to the address shown below to be postmarked not later than February 29, 1976.

*Please note the following points:*

#### I OBJECTIVE OF THE PROGRAM

This assistance program was established to assist the better Canadian student-athletes who wish to pursue their educational programs while continuing to make satisfactory progress in their competitive sports programs.

#### II ELIGIBILITY

Preference will be given to student-athletes of national and international status particularly in the Olympic sports. Only the "carded" athletes in the Olympic disciplines identified under the Game Plan Athlete Classification System will be considered eligible. In the non-Olympic sports only those recommended by the national sports governing body will be considered eligible. The need factor will be given consideration where known. Also, note paragraph XI concerning amateur status.

#### III VALUE OF ACADEMIC AWARDS

In general, the awards will have the following values:

Students undertaking full-time degree programs . . . . .	\$1800
Students undertaking full-time community college, CGEP or equivalent programs . . . . .	\$1200
Students undertaking full-time high school programs . . . . .	\$ 600
Students in summer school, term or semester programs up to . . . . .	\$ 900

#### NOTE:

All recipients under this program who are in receipt of athletic scholarships or other forms of subsidization (excluding academic scholarships) from the educational institution will receive only that amount of the award that is in excess of the established value of the assistance (tuition, room, board, books, required fees) provided by the institution. It is the responsibility of the eligible applicant when requested, to provide an official statement from the institution as to the costs of these basic student requirements and the amount of aid received as applied against each of these items. See paragraph VI for reference to attendance at non-Canadian institutions.

#### IV GAME PLAN SUPPLEMENT

An additional \$600 supplement is available to those Game Plan "carded" student-athletes upon application who qualify as living away from home or being married.

#### V PAYMENT

Payments will not be made until a letter has been received by the Fitness and Amateur Sport Branch at the appropriate time stating that the recipient has been registered and is actively participating as a student in an educational program for the 1976-77 academic year. This statement must be signed by the registrar, principal or other appropriate official of the educational institution concerned. Transcripts or pre-registration notifications are not acceptable and should not be included with completed application forms.

Students attending programs over the full academic year will receive their contributions in two installments — the first half in the fall upon receipt of the letter of registration and active participation; the second half after January 1 upon receiving a similar letter for the second term or semester.

Students in summer school, single semester, or correspondence programs will receive their contributions in one payment upon receipt of a letter of registration and active participation.

The Fitness and Amateur Sport Branch reserves the right to make adjustments to the value of the award if in its opinion the academic load of the student does not justify the full award as outlined in paragraph III.

#### VI EDUCATIONAL INSTITUTIONS

All recipients are expected to attend Canadian educational institutions. Applicants who do not plan to attend institutions in Canada must submit an explanatory letter with their applications and only under exceptional circumstances will contributions be provided and, if necessary, to the adjusted amount as indicated in paragraph III.

#### VII ACADEMIC YEAR

For purposes of this program, the academic year shall be defined as commencing September 1, 1976 and terminating August 31, 1977.

#### VIII CITIZENSHIP

Recipients must be Canadian citizens or have made application for citizenship.

#### IX NON-COMPETITIVE OBLIGATIONS

All recipients, when not in training or competition, are expected to contribute or provide a reasonable amount of related assistance to the national association upon request.

#### X HOCKEY PLAYERS

Student hockey players applying for Hockey Canada bursaries are advised that the terms, conditions and values for hockey bursaries are different from the general grants-in-aid program. For further information please contact Hockey Canada, 333 River Road, Vanier City, Ottawa, K1L 8B9.

#### XI AMATEUR STATUS

Professional athletes as defined by the national sports governing body concerned are not eligible for consideration. As noted on the application form, recipients assume full responsibility for insuring that receipt of a contribution will not jeopardize their amateur status. National sports governing bodies will provide guidance on this matter.

#### XII SELECTION PROCESS

Following the deadline date for receiving applications, February 29, 1976, the national sports governing bodies will review all applications and provide a prioritized national ranking of those applicants in their respective disciplines. A National Selection Committee will then review these recommendations, consider the national rankings of the sports bodies and other pertinent information, determine the number of awards to be assigned to each sport, and submit its recommendations for Ministerial approval. It is expected that the list of most of the eligible recipients will be announced by June 1, 1976.

#### XIII RIGHT OF WITHDRAWAL

The Fitness and Amateur Sport Branch reserves the right to cancel an awarded contribution before payment has been made or take recovery action on contributions already made where the candidate has failed to meet the conditions of this program by either dropping out of school or failing to progress satisfactorily in his/her sport as certified by the national sports governing body concerned.

#### XIV CONDITIONS OF AWARD

It must be clearly understood that student-athletes selected as eligible for an award shall comply with all the conditions and requirements of this program as outlined above before any payment will be made.

#### PLEASE RETURN COMPLETED FORMS TO:

Grants to Student-Athletes,  
Fitness and Amateur Sport Branch,  
Health and Welfare Canada,  
Journal Towers,  
365 Laurier Avenue West,  
Ottawa, Ontario  
K1A 0X6





APPENDIX 14

FEDERAL GOVERNMENT FITNESS AND AMATEUR SPORT PROGRAM CONTRIBUTIONS TO PRIVATE  
SECTOR & NATIONAL SPORT GOVERNING BODIES: 1962-1979

(in dollars)







## APPENDIX 14 (cont'd)

FEDERAL GOVERNMENT FITNESS AND AMATEUR SPORT PROGRAM CONTRIBUTIONS TO PRIVATE SECTOR  
 NATIONAL SPORT GOVERNING BODIES: 1962-1979  
 (in dollars)

ORGANIZATION <sup>a</sup>	1962 <sup>c</sup>	1963	1964	1965	1966	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979	TOTALS
Cycling	5,000	350	2,052		1,025	11,969	5,852	6,281	26,664	1-R 21,816	R 76,337	R 22,191	R 79,458	R 228,193	R 191,025	R 175,954	R 159,535	R 233,906	1,248,098
Olympic					5,232	11,357	-	5,971	36,337	1 23,100	AP 78,835	AP 19,699	AP 58,305	R 74,933	R 115,844	R 109,652	R 147,199	R 254,321	940,995
Equestrian Federation <sup>f</sup>									20,213		6,500	19,280	R 45,680	R 46,408	R 147,600	R 38,936	R 125,110	R 291,487	724,501
- Canadian Show Jumping Club								8,346	6,602	5,153	1,141	2,535	-	-	-	-	-	-	36,957
- Horse Council								2,951											10,302
- Equestrian Team																			196,366
Fencing	500		1,500	2,720	6,939	41,646	35,568	5,547	11,457	2-M 20,056	M 3,225	N 29,076	R 37,525	R 89,967	R 64,737	R 88,151	R 93,523	R 163,312	695,409
Field Hockey (men) <sup>g</sup>		2,900	7,430	2,730	6,628	7,412	9,558	10,800	15,741	1 15,876	39,038	29,963	74,859	89,941	89,167	58,289	150,406	160,032	770,068
Field Hockey Council <sup>h</sup>																			64,813
Field Hockey (women) <sup>g</sup>			8,540	6,355	2,280	6,961	16,034	-	10,790	1 17,746	31,070	22,857	25,958	-	-	R 22,692	R 19,573	R 22,540	711,240
Figure Skating		10,000	4,300	29,915	39,499	41,107	45,370	38,579	17,210	1-R 27,270	R 54,881	R 104,025	R 141,060	R 139,467	R 108,258	R 160,691	R 210,238	R 314,952	1,492,692
Golfing																			743,297
Football					2,000	20,391	12,607	19,730	26,828	1-R 3,152	R 31,116	R 12,000	R 30,088	R 73,318	R 111,807	R 91,830	R 80,914	R 225,416	207,277
Golf (Royal Cdn.) (men)	5,000		9,267	595	3,510	1,666	1,574	8,397	2,920	1-M 2,970	M 16,668	N 24,320	M 14,825	M 3,047	M 13,158	M 26,623	M 24,951	M 47,806	387,831
Golf (women)	10,000		7,692	3,510	3,850	4,425	2,007	5,237	6,607	1-R 12,049	R 30,899	R 28,220	R 28,777	R 30,400	R 47,244	R 46,192	R 51,151	R 69,581	2,104,010
Gymnastics	15,000	2,742		8,604	8,664	18,498	12,714	31,851	27,766	1-R 52,879	R 53,301	R 64,885	R 104,836	R 210,317	R 267,334	R 336,981	R 360,429	R 527,137	226,010
Gymnastics, Modern									5,000	2				M 5,000	M 29,811	N 44,684	M 62,590	M 78,933	199,285
Handball			1,000	3,206		4,220	9,985	6,311	11,432	2-M 6,150	M 9,885	N 9,586	N 12,000	M 18,999	N 27,357	N 31,312	N 16,563	M 31,279	









## APPENDIX 14 (cont'd)

FEDERAL GOVERNMENT FITNESS AND AMATEUR SPORT PROGRAM CONTRIBUTIONS TO PRIVATE SECTOR  
 & NATIONAL SPORT GOVERNING BODIES: 1962-1979  
 (in dollars)

ORGANIZATION	1962 C	1963	1964	1965	1966	1967	1968	1969	1970	h	1971	1972	1973	1974	1975	1976	1977	1978	1979	TOTALS	
Bingoette																					
Hollerakatare																					
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	1-R	141,500	R	52,023	R	84,278	R	93,045	R	141,926	R	103,793	R	314,953	1,467,040
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939	20,414	18,458	35,405	7,924	2-W	14,394	M	15,813	M	21,367	M	24,993	R	47,930	R	67,230	R	178,600	617,989
Rowing	10,000	16,939																			









## APPENDIX 15

FEDERAL GOVERNMENT FITNESS AND AMATEUR SPORT PROGRAM CONTRIBUTIONS TO PRIVATE

SECTOR MULTI-SPORT ORGANIZATIONS: 1962-1979

(in dollars)



APPENDIX 15  
FEDERAL GOVERNMENT FITNESS AND AMATEUR SPORT PROGRAM CONTRIBUTIONS TO PRIVATE SECTOR  
MULTI-SPORT ORGANIZATIONS: 1962-1979  
(in dollars)

ORGANIZATION <sup>1</sup>	1962 <sup>2</sup>	1963	1964	1965	1966	1967	1968	1969	1970 <sup>3</sup>	1971	1972	1973	1974	1975	1976	1977	1978	1979	TOTALS
Amateur Athletic Hall of Fame																	600	600	1,200
AU of C <sup>3</sup>	19,500	33,721	96,748	53,780	98,238	119,771	176,628	87,003	128,806	4,472									838,767
Aquatic Federation										1-R									
CNE Hall of Fame										20,320	R 28,280	R 28,050	R 53,309	R 26,415	R 104,434	5,812	12,915	185,197	464,752
COA		80,000	106,000	38,500	30,000	30,000	119,718	77,770		N 10,000	N 30,000	30,000	15,000	15,000	30,000	32,500	31,147	42,936	236,583
Commonwealth Games <sup>4</sup>										R 30,779	R 311,054	R 372,710	R 12,000	R 123,439	R 379,725	R 272,705	R 58,500	R 21,500	2,086,470
Macmillan	30,000			25,000						N 35,000	N	N	N 200,000	N	N	N	N	N 86,683	376,683
Man American Games													30,000						30,000
Sports Federation		10,000	10,000	4,000	1,610	8,760	5,345	5,500	13,712	R 14,000	R 53,014	R 17,555	R 75,464	R 95,638	R 110,000	R 60,317	R 53,560	R 58,175	596,650
SPECIAL GROUPS																			
Coord. Centre/Sports for the Phys. Disabled <sup>5</sup>																			3,500 <sup>6</sup>
Aquatic Sports																			
Blind Sports																			
Wheelchair Sports					3,663		17,745	2,712	27,188	N 2,325	N 22,870	N 12,479	N 12,890	N 24,559	N 2,500	N 25,170	N 16,848	N 24,473	46,321
Special Olympics, Inc.								10,714	17,505	9,355		34,619	N 55,230	N 50,876	N 79,079	N 80,851	N 97,715	N 223,597 <sup>7</sup>	699,708
TOTALS	49,500	123,721	212,748	121,280	113,511	178,531	119,186	83,741	187,311	126,251	467,210	495,413	471,693	335,747	720,738	498,755	347,482	771,763	5,766,789

1 Refer Glossary for complete name of each organization.  
2 Year represents the end of each fiscal year, e.g., 1962 is March 31, 1962.  
3 For the purpose of this report, the fiscal year of the National Association of Amateur Sports Association is used.  
4 National organizations. See Appendix 16 for allocations to local games organizing societies.  
5 The five autonomous organizations that form the core of the Coordinating Committee/Sports for the Physically Disabled are: Aquatic, Blind, Silent and Wheelchair Sports Associations and the Disabled Skiing Association. Disabled Skiing is listed as a single sport body in Appendix 12. Residency in the NSRC is through the Committee's office.  
6 Support for the Canadian bid to host the 1983 Games.  
7 Included in the Ontario funds.  
8 A and N means resident or non-resident respectively in the NSRC.

SOURCES: DMSR, 1962-1979.



## APPENDIX 16

FEDERAL GOVERNMENT FITNESS AND AMATEUR SPORT PROGRAM CONTRIBUTIONS TO  
PRIVATE SECTOR RECREATION RELATED ORGANIZATIONS: 1962-1979  
(in dollars)





APPENDIX 16  
FEDERAL GOVERNMENT FITNESS AND AMATEUR SPORT PROGRAM CONTRIBUTIONS TO PRIVATE SECTOR  
RECREATION RELATED ORGANIZATIONS: 1962-1979  
(In dollars)

ORGANIZATION	1962	1963	1964	1965	1966	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979	TOTALS
	2	3																	
NATIONAL																			
Alpine Board of Public Parks and Recreation							23,000	2,621	1,558	2-N	N	N	N	498	N	8,150	N	30,758	113,421
CCC Aquatics																			10,000
Camping																			59,744
CPRA																			495,164
Cdn. Society of Landscape Educators																			5,000
Cdn. Wildlife Association																			994
Hostelling																			3,000
Leisureability Publications Inc.																			10,000
Outdoor Learning Centre																			48,324
Outward Bound																			994
Recreational Canoe																			3,000
PROVINCIAL																			
B.C. Recreation Assoc.																			10,000
Mfld.-Labrador Parks & Recreation Association																			48,440
Fédération québécoise des sociétés d'avion																			10,440
Des Centres des Loisirs Société québécoise de l'environnement																			30,285
LOCAL																			
Arichat Recreation Assoc. (Nova Scotia)																			9,000
Les Chartiers de Montréal																			6,000
Mackintosh Ski Assoc. (Quebec)																			50,000
Northward Bound																			15,000
Bideau Trail Assoc., Ottawa																			5,000
Ski du Québec																			17,550
SPECIAL GROUPS																			
N.S. Rec. Council for the Disabled																			34,000
Man. Advisory Council for the Handicapped																			25,418
Mfld.-Lab. Advisory Council for Special Groups																			28,300
P.E.I. Sports and Rec. for the Disabled																			25,625
Pacific Assoc. for Autistic Children																			22,704
Therapeutic Family Camping Groups																			40,200
Therapeutic Rec. Div. - B.C. Rec. Assoc.																			22,600
M.W.T. Committee for the Handicapped																			25,000
TOTALS																			

1. Refer to text for complete name of each organization  
2. Yr represents end of each fiscal year, e.g. 1962 is March 31, 1962.  
3. R and N means resident or non-resident respectively in the NSRC.

SOURCES: DMMAR, 1962-1979.



APPENDIX 17

FEDERAL GOVERNMENT FITNESS AND AMATEUR SPORT PROGRAM CONTRIBUTION TO PRIVATE  
EDUCATION RELATED AND SPORTS SCIENCE AND MEDICINE ORGANIZATIONS: 1962-1979  
(in dollars)



## APPENDIX 17

FEDERAL GOVERNMENT FITNESS AND AMATEUR SPORT PROGRAM CONTRIBUTIONS TO PRIVATE SECTOR  
EDUCATION RELATED AND SPORTS SCIENCE AND MEDICINE ORGANIZATIONS: 1962-1979  
(in dollars)

[illegible]

1. Refer Glossary for complete name of each organization.  
2. For other education related organisations, see Appendix 19.  
3. For the Sports Medicine Council, see Appendix 18.  
4. Year represents the end of each fiscal year, e.g. 1962 is March 31, 1962.  
5. L and M means resident or non-resident respectively in the NSRC.

SOURCES: DUNBAR, 1962-1979.





APPENDIX 18

FEDERAL GOVERNMENT FITNESS AND AMATEUR SPORT PROGRAM CONTRIBUTIONS TO PRIVATE  
SECTOR AGENCIES AND OTHER VOLUNTARY OR PROFESSIONAL ORGANIZATIONS: 1962-1979

(in dollars)



APPENDIX 18  
FEDERAL GOVERNMENT FITNESS AND AMATEUR SPORT PROGRAM CONTRIBUTIONS TO PRIVATE SECTOR  
SERVICE AGENCIES AND OTHER VOLUNTARY PROFESSIONAL ORGANIZATIONS: 1962-1979  
(in dollars)

ORGANIZATION	1962 <sup>1</sup>	1961	1960	1965	1966	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979	TOTALS
Boys' Brigade of Canada																			
Boys' and Girls' Clubs <sup>2</sup>		6,000	8,000	18,000	8,000	8,000	9,000	9,109	9,758	46,131	47,500	56,161	69,770	62,860	58,200	68,822	21,500	22,886	44,386
Boy Scouts of Canada (PO)			12,115	19,415		4,417	5,000	22,068	34,584	36,090	36,000	37,161	60,660	42,594	50,574	42,516	72,673	50,394	592,278
Brigade St. Lawrence II						15,000	15,000	20,000	29,270	24,050	26,500	37,161		83,050	72,516	91,563	47,144	36,233	486,771
CCCY				2,500					10,000	3,000				20,500	31,150	44,738	91,227	61,810	58,486
Cdn. Medical Association																			259,425
Cdn. Nurses' Association																			1,000
Cdn. Public Health Association																			18,629
Cdn. Red Cross Society																			471,200
Girl Guides of Canada								28,058	17,900	26,900	12,784	20,356	27,372	32,408	15,000	5,000	250,000 <sup>4</sup>	206,200 <sup>4</sup>	37,000
Girl Guides of Canada (PO)								8,763		35,500				26,487	10,000				17,000
Guides Catholiques				32,654	17,564										74,922	26,585	58,861	36,810	359,832
BLSS				13,250	13,250										39,804	19,866	115,031	51,180	168,425
YMCA				56,717	62,717										17,789	44,817			296,344
YMCA Canadian Legion				9,910	11,707														518,911
YMCA				9,500	27,400														305,061
YMCA of Metro-Toronto				13,190	13,190														684,324
YMCA																			137,207
Victorian Order of Nurses								5,007	41,670	7,500		48,415		6,890	19,707	19,718	9,517	13,207	70,382
																			47,745
SERVICE AGENCIES FOR SPECIAL GROUPS																			
Cdn. Assoc. of Children with Learning Disabilities																			
CMAA																			
CMAA																			
CMAA																			
March of Dimes - Ability Centre																			
Mentally Retarded, for the Mentally Retarded																			
TOTALS	50,000	34,238	222,818	175,136	153,828	141,223	135,204	199,845	315,703	201,171	182,374	300,420	110,189	475,647	483,280	473,076	1,026,450	1,104,649	5,985,271

1 Refer Glossary for complete name of each organization  
2 Until 1976 was the Boys' Clubs of Canada  
3 Year represents end of each fiscal year, e.g. 1962 is March 31, 1962.  
4 Includes Loto Canada funds.  
5 M and N means resident or non-resident respectively in the NSBC.

SOURCES: DAWAR, 1962-1979.



APPENDIX 19

FEDERAL GOVERNMENT FITNESS AND AMATEUR SPORT PROGRAM CONTRIBUTIONS TO PRIVATE

SECTOR NATIVE PEOPLES ORGANIZATION: 1971-1979

(in dollars)





## APPENDIX 19

FEDERAL GOVERNMENT FITNESS AND AMATEUR SPORT PROGRAM CONTRIBUTIONS TO PRIVATE SECTOR  
NATIVE PEOPLES ORGANIZATIONS: 1971-1979  
(in dollars)

ORGANIZATION	1971	1972	1973	1974	1975	1976	1977	1978	1979	TOTALS
Alberta Indian Council	65,000	75,000	103,254							243,254
Manitoba Native Sports Council	8,725	48,237	75,000							131,962
British Columbia Indian Assoc.		51,000	35,000							86,000
Quebec Indian Pow-Wow		6,871								6,871
Sask. Indian Assoc.		72,000	95,000							167,000
National Indian Brotherhood			4,525	-	-	-	7,096	-	14,546	26,167
INSPOL Sports Assoc. of Alberta		57,000		125,000	90,000	150,000	165,000	165,000	64,321	816,321
Assoc. des Indiens du Québec				90,000	90,000	130,000	130,000	130,000		440,000
Yukon Association - Non-Status Indians							20,000	31,079	29,680	80,759
B.C. Native Amateur Sport & Recreation Federation				100,000	100,000	85,000	100,000	100,000	88,700	573,700
Fed. of Sask. Indians				135,000	135,000	175,000	200,000	200,000	116,914	961,914
Grand Council Treaty #3				50,000	40,000	40,000	40,000	37,576	56,308	263,884
Grand Council Treaty #9				40,000	40,000	80,000	80,000	79,132	99,727	418,859
Indian Brotherhood of the N.W.T.				22,000	-	-	-	-	-	22,000
Federation of Nfld. Indians						22,500	25,000	20,000	19,000	86,500
Man. Indian Brotherhood				40,000	50,000	60,000	60,000	31,780	10,125	251,905
Metis Society of Sask.				125,000	125,000	125,000	125,000			500,000
Union of N.B. Indians				20,000	40,000	60,000	70,000	70,000	72,314	332,214
Union of Ontario Indians				33,841	50,000	60,000	60,000	58,236	114,851	376,928
Yukon of Native Brotherhood				54,000	60,000	18,000	40,000	33,258	22,824	228,082
P.E.I., Metis and Non-Status Indians						15,000	25,000	27,045	26,188	93,233
Man. Métis Federation					40,000	60,000	70,000	67,720	103,386	341,115
B.C. Assoc. of Non-Status Indians					65,000	18,060	-	-	-	83,060
New Brunswick Assoc. of Métis and Non-Status Indians					-	20,000	25,000	28,780	46,722	120,502
Northern Quebec Inuit Assoc.					20,000	40,000	80,000	40,000	27,060	207,060
Voice of Alberta Native Women's Society						9,800	-	-	-	9,800
Assoc. of Iroquois and Allied Indians					30,000	-	10,000	36,111	87,159	163,270
Native Assoc. of Newfoundland and Labrador					6,738					6,738
Union of Nova Scotia Indians					20,000	30,000	30,000	30,000	53,260	163,260
Laurentian Alliance of Métis and Non-Status Indians Inc.					12,000	50,000	60,000	54,747	44,612	221,359
Ontario Federation of Friendship Centres					16,000	-	-	-	-	16,000
Métis Assoc. of Alberta							35,000	36,995	61,468	133,463
Ontario Métis and Non-Status Indian Assoc.							10,000	12,700	61,695	84,395
Non-Status Indian and Métis Assoc. of Nova Scotia							20,000	-	-	20,000
NAPI - Lodge Alcohol and Drug Rehabilitation Centre								20,000		20,000
Native Council of Nova Scotia								27,521	36,972	63,493
Confederation of Quebec Indians								119,849	90,948	210,797
Assoc. of Métis and Non-Status Indians of Sask.								130,906	111,926	242,832
Baffin Region Inuit Association								20,000	30,000	50,000
Naskapi Montagnais Association								2,840	23,000	25,840
Keewatin Inuit Association								1,963	30,000	31,963
Indian Métis 1978 Games Committee									15,000	15,000
Patiangeeg Recreation Association									7,000	7,000
N.W.T. Government - FAS Leadership Course									22,537	22,537
Makluik Corporation									27,060	27,060
TOTALS	73,725	310,108	312,779	834,841	1,029,738	1,248,360	1,487,096	1,483,247	1,614,303	8,394,197

SOURCES: DNHWar (1971-1979).



## APPENDIX 20

FEDERAL GOVERNMENT FITNESS AND AMATEUR SPORT PROGRAM CONTRIBUTIONS TO SHARED

SECTOR COUNCILS, MULTI-SPORT AND FITNESS ORGANIZATIONS: 1966-1979

(in dollars)



APPENDIX 20  
FEDERAL GOVERNMENT FITNESS AND AMATEUR SPORT PROGRAM CONTRIBUTIONS TO SHARED SECTOR  
COUNCILS, MULTI-SPORT AND FITNESS ORGANIZATIONS: 1966-1979  
(in dollars)

ORGANIZATION	1966	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979	TOTALS
	3				5										
COUNCILS															
Hockey Canada															
Sports Medicine Council															
GAMES COUNCILS															
Arctic Winter Games															
Canada Games Council															
Northern Games Association															
Western Canada Summer Games															
MULTI-SPORT ORGANIZATIONS															
Coaching Association of Canada															
National Sport and Recreation Centre															
FITNESS PROMOTION AGENCIES															
Participation															

1 These organizations were all formally created after 1969.  
2 Contributions to the local Canada Games Societies through the Canada Games Council. Appendix 22.  
3 Year represents the end of the fiscal year, e.g. 1962 is March 31, 1962.  
4 Loto Canada funds.  
5 R and N means resident or non-resident respectively in the NSRC.





APPENDIX 21

FEDERAL GOVERNMENT FITNESS AND AMATEUR SPORT PROGRAM CONTRIBUTIONS TO SHARED  
SECTOR EDUCATIONAL SPORT ORGANIZATIONS, UNIVERSITIES AND COLLEGES: 1962-1979  
(in dollars)



APPENDIX 21  
FEDERAL GOVERNMENT FITNESS AND AMATEUR SPORT PROGRAM CONTRIBUTIONS TO SHARED SECTOR  
EDUCATIONAL SPORT ORGANIZATIONS, UNIVERSITIES AND COLLEGES: 1962-1979  
(in dollars)

ORGANIZATION	1962	1963	1964	1965	1966	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979	TOTALS
<b>EDUCATIONAL SPORT</b>																			
CTAU	10,000		49,000	15,500	17,656	19,516	29,578	31,290	39,159	R 36,200	R 65,119	R 60,544	205,536	R 64,205	R 89,565	R 97,937	R 177,007	R 506,524	1,599,736
CMIAU										15,672	36,413	49,283	1,586	67,860	76,458	87,276	79,558	119,583	506,311
College Athletic Assoc.															23,996	31,005	54,078	76,489	200,640
CPSSA										N 1,469	N 8,348	R 14,050	R 24,520	R 22,425	R 27,619		62,585	81,127	275,948
<b>UNIVERSITY</b>																			
Cdn. Union of Students					13,107														13,107
Laurentian University																			62,000
Simon Fraser University																			9,690
University of Ottawa	5,000		7,831	30,600	35,000	17,730	20,000												139,301
University of Toronto																			262,439
University of Victoria																			39,579
University of Western Ontario																			4,610
Ontario																			16,500
<b>COLLEGE</b>																			
Canadian Union College																			
<b>TOTALS</b>	5,000	10,000	56,381	46,100	65,763	37,246	49,578	31,290	39,159	57,341	109,080	147,273	269,419	240,955	239,248	217,042	488,782	1,010,619	3,120,726

1 Refer Glossary for complete name of each organization.  
2 Contributions made by the Government of Canada.  
3 Represents end of each fiscal year, e.g. 1962 is March 31, 1962.  
4 Includes Loto Canada funds.

SOURCES: OMW, 1962-1979.



## APPENDIX 22

FEDERAL GOVERNMENT FITNESS AND AMATEUR SPORT PROGRAM CONTRIBUTIONS TO TEMPORARY

AND OTHER ORGANIZATIONS: 1962-1979

(in dollars)









## APPENDIX 23

DEPARTMENTAL APPROPRIATIONS FOR THE FITNESS AND AMATEUR SPORT DIRECTORATE/BRANCH

OPERATIONS: 1962-1980

(in dollars)



APPENDIX 23  
DEPARTMENTAL APPROPRIATIONS FOR THE FITNESS AND AMATEUR SPORT DIRECTORATE/BRANCH OPERATIONS: 1962-1980  
(In dollars)

ORGANIZATION	1962	1963	1964	1965	1966	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979	1980
OPERATING																			
Salaries and Wages <sup>2</sup>	58,176	81,131	75,979																
Transportation and Communications <sup>3</sup>	2,881	282	8,465																
Information	5,823	8,338	8,667																
Professional and Special Services	-	-	164,388	4															
Materials	-	-	600	435															
Purchased Repair and Upkeep	-	-	-	-															
Utilities and Supplies	4,590	4,107	3,212																
All Other Expenditures	753	222	341																
CAPITAL																			
Construction and Acquisition of Equipment	-	-	-	-															
TOTALS	6,556	72,223	94,680	251,487	105,744	194,864	240,533	274,000	336,000	671,000	1,350,000	2,378,000	2,084,000	3,458,000	4,092,000	4,706,000	5,076,000	6,473,000	5,527,000
ALLOCATIONS <sup>2</sup>	6,556	89,742	124,100	286,388					363,000	775,000	1,373,102	2,579,000	2,143,000	3,589,000	4,091,000	4,705,000	5,174,000	7,130,000	5,527,000

1 Voted Funds not part of statutory or contributions funds  
2 Does not include contributions to employee benefit plans or services provided by other departments  
3 Includes staff travel, postage, telephone, telegraph, freight and express  
4 Amount spent on PAS program by Information Services  
5 Includes 741, 801 for the Federal Labour Intensive Program (DHW, 1979a-c11)  
6 Forecast from the Estimates (1979-80)

SOURCES: DHM, 1962-1979; Estimates, 1979-80; Public Accounts, 1962-1979.





APPENDIX 24

EXAMPLE OF THE FEDERAL-PROVINCIAL 60/40

COST-SHARING AGREEMENT



## APPENDIX 24

EXAMPLE OF THE FEDERAL-PROVINCIAL 60/40 COST SHARING AGREEMENT  
MEMORANDUM OF AGREEMENT made the 6th day of August 1964, respecting  
contributions under the Fitness and Amateur Sport Act,

BETWEEN: THE GOVERNMENT OF CANADA, herein called "CANADA",  
represented by the Minister of National Health and  
Welfare of Canada, hereinafter called the "Minister",

OF THE FIRST PART,

AND: THE GOVERNMENT OF THE PROVINCE OF British Columbia  
herein called the "Province", herein represented by  
the Minister of Education of British Columbia here-  
inafter called the "Provincial Minister",

OF THE SECOND PART.

WHEREAS section 5 of the Fitness and Amateur Sport Act, being  
Chapter 59 of the Statutes of Canada, 1960-61, which with the Regu-  
lations thereunder is herein referred to as the "Federal Act",  
authorizes the Minister, with the approval of the Governor in  
Council, to enter into an agreement with a province to provide for  
the payment by Canada to the province of contributions in respect of  
costs incurred by the province in undertaking programs designed to  
encourage, promote and develop fitness and amateur sport;

AND WHEREAS section 10 of the Federal Act makes provision for  
payment out of the Consolidated Revenue Fund of amounts not exceed-  
ing in the aggregate \$5,000,000 in any one fiscal year as may be  
required for the purposes of the said Act;

AND WHEREAS an agreement entered into between the parties  
hereto pursuant to section 5 of the Fitness and Amateur Sport Act  
and dated the 10th day of September 1963 terminated on the 31st day  
of March, 1964.



AND WHEREAS on the basis of reports from the provinces on the development and extension of program planning, and with a view to implementing agreements which may be entered into pursuant to the Fitness and Amateur Sport Act, Canada has arranged and the Governor in Council has authorized, by Order-in-Council 1964-1217 dated the 6th day of August, 1964, that for each of the fiscal years 1964-65, 1965-66 and 1966-67, a total of \$1,000,000 shall be made available to the provinces for the purposes set out in the said Section 5, the said sums to be allocated, subject to agreements being made, on the following basis:

- (a) a basic flat amount to each province in each year of \$35,000; and
  - (b) the balance on a per capita basis,
- with the following result:

Newfoundland	\$ 49,680
Prince Edward Island	38,311
Nova Scotia	58,300
New Brunswick	53,959
Quebec	202,597
Ontario	233,081
Manitoba	64,203
Saskatchewan	64,047
Alberta	77,789
British Columbia	86,816
Northwest Territories	35,749
Yukon Territory	35,468

subject to adjustment for the fiscal years 1965-66 and 1966-67 in accordance with changes in the population of the respective provinces as indicated by the original intercensal estimates published by the Dominion Statistician in the calendar years 1965 and 1966, respectively.

AND WHEREAS the Province desires further to encourage, promote and develop fitness and amateur sport in the Province and in order to extend its activities in the field is desirous of entering into this agreement pursuant to said Section 5 in respect of the said moneys for the fiscal years 1964-65, 1965-66 and 1966-67;





AND WHEREAS the Minister and the Provincial Minister have been respectively authorized by the parties hereto to enter into this agreement and to execute these presents;

AND WHEREAS it is understood and agreed that neither Canada nor the Province shall be deemed by reason of having entered into this agreement to have surrendered, abandoned or given over to the other any of the powers, rights, privileges or authorities vested in it under the provisions of the British North America Act, 1867, and any amendments thereto, or otherwise to have impaired any of such powers, rights, privileges or authorities.

NOW, THEREFORE, this agreement witnesseth that in consideration of the premises and of the mutual covenants and agreements herein contained, the parties hereto hereby covenant and agree each with the other as follows:

1. In this Agreement,

(a) "agreement" means an agreement under section 5 of the Federal Act;

(b) "costs" means costs incurred by the Province in each of the fiscal years 1964-65, 1965-66 and 1966-67, respectively, for the development or completion of a project, and means the amount of any National Fitness Scholarship or National Fitness Bursary forming the subject of a bursary project approved by the Minister and paid by her out of funds allotted to the Province as hereinbefore referred to;

(c) "participating province" means a province with which an agreement has been made;



- (d) "program designed to encourage, promote and develop fitness and amateur sport" in respect of the Province, herein called "program", means the program planned by the Province for the fiscal years 1964-65 to 1966-67, inclusive, to develop and extend its activities, services and facilities in relation to the encouragement, promotion and development of fitness and amateur sport, beyond that provided in the fiscal year ending March 31, 1962;
- (e) "project" means an application by the Province for the payment out of its provincial allocation of contributions in respect of costs incurred in any of the fiscal years 1964-65 to 1966-67, inclusive, in undertaking an activity, service, the provision or extension of provincial or regional facilities, including equipment, and equipment required by provincial personnel for demonstration purposes within the province, and the training of personnel, and including a bursary project referred to in Clause 4.;
- (f) "provincial allocation" means the amount which may be made available to the Province in any of the fiscal years 1964-65 to 1966-67, inclusive, as set out in the said Order-in-Council P.C. 1964-1217 dated August 6th, 1964;
- (g) "regional" means pertaining or of service to or sponsored by more than one Province.



2. The Province agrees,

- (a) to develop and implement its program and to carry out projects in respect thereof approved under this agreement and to utilize moneys provided therefor under this agreement for such projects;
- (b) to refund to the Receiver General of Canada forthwith any contributions made in relation to a project in excess of the amount properly payable under this agreement or in excess of any costs actually incurred in respect thereof;
- (c) to keep and maintain records and accounts in form satisfactory to the Minister respecting the administration of projects that have been approved and to permit at any reasonable time access thereto and audit thereof by the Minister or by any person designated by her;
- (d) that in all publicity and identification given to a project by a province, the federal and provincial interest therein shall be referred to;
- (e) that for the purpose of carrying out this agreement and in furtherance of the objects of the Federal Act and for the purpose of uniformity, the Minister may prescribe such definitions, standards, terms, conditions and forms as she may consider desirable and are not inconsistent with the said Act.

3. From time to time during the currency of this agreement the Province may submit for approval in form and content satisfactory to the Minister a project as part of its program; and upon approval by





the Minister of such project it shall be deemed to form part of this agreement and to be subject to all the terms and conditions thereof.

4. A bursary project shall be subject to the special conditions set out in the Schedule hereto.

5. Canada undertakes:

(1) upon approval of a project, except a bursary project, to reimburse the Province, out of and up to the limit of any balance of its provincial allocation, sixty per cent (60%) of the cost thereof;

(2) upon approval of a bursary project submitted by a Province, the Minister may award the bursary and shall pay, in accordance with the special conditions set out in the Schedule, out of and up to the limit of any balance remaining from time to time in the provincial allocation, the amount thereof to the benefit of the candidate named in such project.

6. (1) It is hereby understood and agreed that the Province may enter into an arrangement with a participating province or provinces for the sharing or pooling in whole or in such part as may be agreed upon by them of provincial allocation for the purpose of permitting the development and operation of programs on a wider basis or for the establishment or provision of leadership training facilities on a provincial or regional basis to service and benefit the provinces entering into such arrangement.



(2) Where an arrangement as referred to in sub-section (1) is made and a project therefor is approved by the Minister, the terms and conditions of this agreement shall respectively apply to each participating province in respect of the contribution payable from its provincial allocation.

7. This agreement shall continue in force in respect of contributions by Canada hereunder until the 31st day of March, 1967, but by mutual consent of the parties hereto may, prior to such date

(a) with the approval of the Minister, be amended by the addition of a project hereto or in respect of any change in a project forming part of this agreement, or

(b) with the approval of the Governor in Council, be otherwise amended or be terminated.

8. Contributions hereunder shall be subject to the conditions specified in the Federal Act and to the observance by the Province of the covenants, agreements, conditions and undertakings herein contained.

IN WITNESS HEREOF these presents have been executed on behalf of the Government of Canada by the Honourable Judy LaMarsh, Minister of National Health and Welfare of Canada and on behalf of the Government of the Province of British Columbia by the Honourable L.R. Peterson, Q.C., Minister of Education of British Columbia, as of the day and year first above written.



S C H E D U L ECONDITIONS TO ATTACH TO BURSARY PROJECTS1964-67 Agreement - Fitness and Amateur Sport Act

Bursaries under this Agreement shall be of two classes which shall be known as National Fitness Bursaries and National Fitness Scholarships.

1. A National Fitness Bursary

- (a) shall be awarded only upon approval of a project in respect thereof submitted pursuant to clause 3 of this agreement;
- (b) shall be awarded only to a student in a course leading to a degree or diploma in physical education or recreation but may be awarded for any academic year for such course in any recognized institution in Canada, or in special circumstances, in the discretion of the Minister, in a recognized institution outside of Canada, granting a bachelor's degree in physical education or recreation;
- (c) shall be in an amount which takes into account the means of the student and may be given to a scholarship recipient to meet special need;
- (d) shall be awarded only to a student who has attained a satisfactory educational standing;  
and





- (e) notwithstanding clause 5 of the agreement,  
shall not be awarded hereunder in an amount  
exceeding \$500.00.

## 2. A National Fitness Scholarship

- (a) shall be awarded only upon approval of a  
project in respect thereof submitted pursuant  
to clause 3 of this agreement;
- (b) shall be awarded only to a student on entering  
the first year of a course leading to a degree  
or diploma in physical education or recreation  
and shall be for one academic year in any  
recognized institution in Canada granting a  
bachelor's degree in physical education or  
recreation;
- (c) shall only be awarded on a competitive basis  
to a student with high academic standing which  
justifies scholarship recognition; and
- (d) notwithstanding clause 5 of the agreement,  
shall not be awarded hereunder in an amount  
exceeding \$500.00.

## 3. General Conditions

Bursary assistance under this agreement shall  
not be given in lieu of any existing scholarship  
or bursary assistance program available to  
students in the province and it is agreed that all  
awards under this agreement shall be in addition  
to any awards or part of any scheme of awards in  
existence prior to the end of the fiscal year  
ending March 31, 1962.



## APPENDIX 25

FEDERAL GOVERNMENT FITNESS AND AMATEUR PROGRAM GRANTS TO THE PARTICIPATING  
PROVINCES UNDER THE TERMS AND CONDITIONS OF THE COST-SHARING AGREEMENTS: 1963-1979  
(in dollars)









APPENDIX 26

FEDERAL GOVERNMENT FITNESS AND AMATEUR SPORT  
PROGRAM CONTRIBUTIONS TO MUNICIPALITIES: 1971-1979  
(in dollars)



APPENDIX 26

FEDERAL GOVERNMENT FITNESS AND AMATEUR SPORT  
PROGRAM CONTRIBUTIONS TO MUNICIPALITIES: 1971-1979  
(in dollars)

MUNICIPALITY	YEAR	AMOUNT	PURPOSE
Quebec City	1971	\$ 10,000	Quebec Winter Games
Weymouth Falls, Sask.	1972	3,000	Community Council Program
Hamilton (Chamber of Commerce)	1972	50,000	For artificial turf
Edmonton	1973	24,593	For artificial turf
Toronto (CNE)	1973	50,000	For artificial turf
Vancouver (PNE)	1973	50,000	For artificial turf
Richmond, P.E.I.	1973	50,000	Community Sport Caravan
St. Catharines, Ont.	1973	50,000	North end arena
Morell, P.E.I.	1973	25,000	
Joliette, P.Q.	1974	35,000	
Wellington County, Ont.	1974	1,000	Medical clinic
Ottawa	1975	12,000	Fitness trail
Joliette, P.Q.	1976	15,000	
		<hr/>	
	TOTAL	\$375,593	

1 Annual Reports from 1970-1979 reviewed.

SOURCES: DNHWar, 1971-76.



## APPENDIX 27

## FEDERAL GOVERNMENT FITNESS AND AMATEUR SPORT PROGRAM STATUTORY CONTRIBUTIONS -

ALLOCATED ACCORDING TO PROGRAM DESCRIPTION: 1962-1979

(in dollars)





APPENDIX 27  
FEDERAL GOVERNMENT FITNESS AND AMATEUR SPORT PROGRAM STATUTORY CONTRIBUTIONS - ALLOCATED ACCORDING TO PROGRAM  
DESCRIPTION: 1962-1979  
(in dollars)

PROGRAM AREA	1962	1963	1964	1965	1966	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979
1 PROMOTIONS AND COMMUNICATION																		
(a) Publicity	10,000	50,519	4,802	5,000	28,405	11,914	28,000	Directorate	151,000	48,400	505,212	442,753	502,924	515,000	530,000	607,050	500,000	900,000
(b) Educational information	5,000	1,149	6,970	16,970	41,000	17,710	28,000	Directorate	151,000	48,400	505,212	442,753	502,924	515,000	530,000	607,050	500,000	158,700
Sub-totals	15,000	51,668	11,772	21,970	69,405	29,624	56,000	Directorate	302,000	96,800	1,010,424	885,506	1,005,848	1,030,000	1,060,000	1,214,100	1,000,000	1,058,700
2 RESOURCES DEVELOPMENT																		
(a) Physical Education, Fitness and Recreation Leadership	40,000	71,448	321,244	398,156	525,495	401,551	515,035	610,285	515,435	258,183	225,867	162,588	620,205	787,505	969,263	1,129,370	1,156,121	1,167,070
(b) Sport Leadership	1,200	170,189	473,910	284,028	181,174	181,174	135,715	994,139	439,078	829,522	156,288	691,583	1,555,824	2,454,410	3,596,233	4,581,947	4,722,802	7,401,610
(c) Administration Support	1,200	29,773	31,836	101,594	181,174	175,119	135,715	156,486	208,710	661,074	1,130,192	2,071,869	2,037,139	2,111,100	2,594,548	2,887,713	3,503,964	4,163,000
(d) Facilities	61,700	271,410	818,912	883,726	814,867	811,446	1,088,838	1,183,110	1,173,442	1,750,789	1,862,347	3,235,533	4,248,168	5,427,015	7,160,844	9,216,000	12,887,713	13,587,713
Sub-totals	108,100	514,819	1,645,902	1,667,504	1,942,562	1,670,190	1,855,363	2,044,000	1,936,663	3,290,376	3,974,546	6,061,973	8,464,306	10,775,530	13,315,195	17,252,070	22,454,798	26,720,393
3 TRAINING																		
(a) Participants (Awards and other programs)	-	-	66,903	107,475	6,500	-	8,066	-	-	184,331	497,917	586,409	1,150,753	1,202,509	1,665,246	2,050,170	2,544,192	3,204,225
(b) Athletes (Scholarships, bursaries, etc.)	-	-	66,903	107,475	6,500	-	8,066	-	-	93,000	1,058,721	1,022,946	1,402,243	1,454,650	2,042,234	2,405,634	2,968,805	3,713,500
Sub-totals	-	-	133,806	214,950	13,000	-	16,132	-	-	277,331	1,556,638	1,609,355	2,552,996	2,657,159	3,707,480	4,455,804	5,513,000	6,917,725
4 COMPETITIONS																		
(a) Developmental	10,000	215,971	261,862	1,490	347,500	152,500	354,681	461,219	728,420	570,421	475,413	865,100	1,076,625	1,481,739	1,746,803	2,761,978	3,916,154	192,875
(b) Excellence	118,085	215,971	150,479	285,759	681,184	2,528,376	1,357,186	787,616	1,089,731	1,276,249	1,871,715	2,707,246	3,143,472	3,457,399	3,139,000	9,727,199	3,602,500	5,180,000
Sub-totals	128,085	431,942	412,341	286,759	1,028,684	2,680,876	1,711,867	1,248,835	1,818,151	1,846,670	2,347,128	3,572,346	4,220,097	4,939,138	4,885,803	12,489,177	7,518,654	5,372,875
5 PROGRAM PLANNING AND MANAGEMENT																		
(a) Planning and Evaluation	-	214,795	-	-	-	-	-	65,000	-	-	-	-	-	-	-	-	-	-
(b) Research (includes grants to national organizations)	-	33,348	43,180	256,830	281,834	345,980	479,463	340,990	242,005	152,450	146,780	64,795	129,224	360,187	54,816	162,613	202,473	108,830
Other contributions MAC, other federal depts., etc.	-	-	-	-	-	-	191,500	311,701	710,190	87,173	306,886	378,897	-	-	-	-	3,546,200	2,805,110
Advisory committees	-	-	-	-	-	-	(39,823)	129,513	(234,802)	(21,527)	(57,000)	(24,030)	-	-	599,965	-	27,000	-
Public Accounts	-	-	-	(16,333)	(330,123)	(123,822)	639,525	727,060	1,113,175	500,000	357,184	414,975	545,800	274,000	17,323,066	25,522,000	24,144,470	28,393,875
Contributions to the Provinces	-	140,996	-	323,692	45,118	502,794	3,453,761	3,096,615	4,986,362	4,663,324	7,196,208	8,945,210	11,805,892	12,677,559	13,323,066	25,522,000	495,912	546,287
Expenditure Totals	224,285	928,398	1,444,014	2,010,045	2,595,407	4,705,758	1,346,217	11,585	15,618	(61,124)	1,792	29,790	40,158	632,462	46,934	495,912	666,730	546,287
Unexpended Funds	212,800	195,579	555,866	1,486,305	1,404,205	1,404,205	5,000,000	4,000,000	5,000,000	4,000,000	7,200,000	8,975,000	11,850,000	13,270,000	17,370,000	26,018,000	21,287,000	25,945,000
Total Allocations	437,085	1,023,977	2,000,000	3,496,340	4,000,000	5,000,000	5,000,000	4,000,000	5,000,000	4,000,000	7,200,000	8,975,000	11,850,000	13,270,000	17,370,000	26,018,000	21,287,000	25,945,000

SOURCES: COMAR, 1962-1979; Estimates, 1970-1980; PPD, 1962-1979; MAC, 1962-1976; Public Accounts, 1962-1979.

1 The division of allotments by program area was not included in the Estimates until the 1975-76 fiscal year. See Chapter One for what is included within each program area.  
2 This breakdown coincides closely with the Annual Reports. The expenditure discrepancies within each program area between the Annual Reports and Estimates for the 1974 to 1979 fiscal years is due to the fact that expenditures to agencies, for example, include statutory allocations to the MAC. This category does not reflect all expenditures in program and communications. Many allocations in resources development and training to organizations for promotion and communications could not be determined from the annual reports.  
3 Sport leadership includes contributions to athletes in those years where breakdown was not specified in the Annual Reports. It does not include capital costs associated with the hosting of international, national or provincial games in Canada. These costs are included in the "Facilities" category.  
4 Expenditures include expenditures for "pure" research.  
5 Expenditures include expenditures for "pure" research.  
6 Expenditures by the province that could not be broken down by program area from the sources available.  
7 Loto Canada funds.  
8 Contribution to the Council of Provincial Directors of Sport and Recreation.  
9 Figure is found by subtracting Loto Canada (non-statutory) funds from expenditures total and then subtracting the difference from the amount of statutory funds allocated.

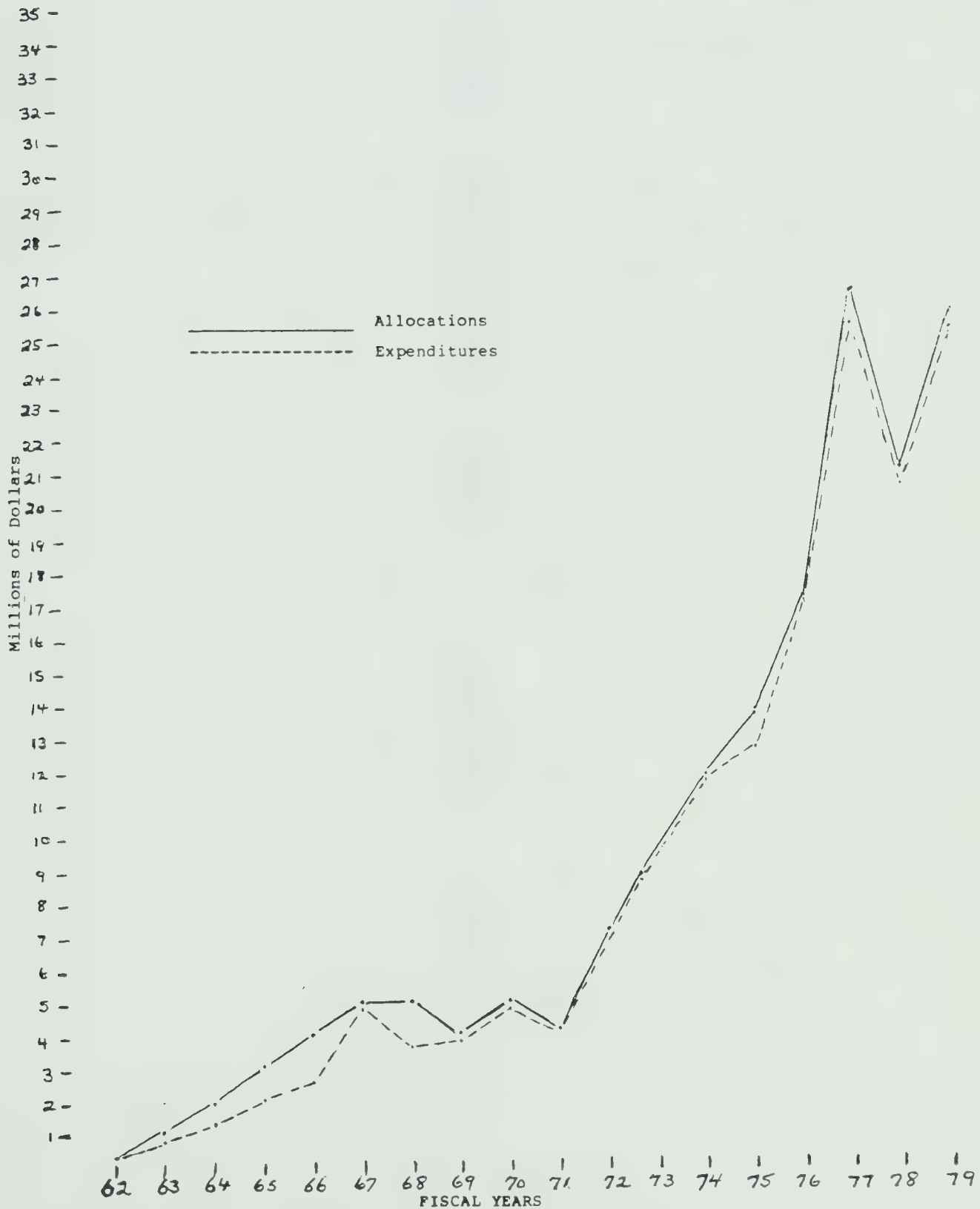


APPENDIX 28

FITNESS AND AMATEUR SPORT PROGRAM STATUTORY ALLOCATIONS  
COMPARED TO STATUTORY EXPENDITURES: 1962-1979.



## APPENDIX 28

FITNESS AND AMATEUR SPORT PROGRAM STATUTORY ALLOCATIONS COMPARED TO  
STATUTORY EXPENDITURES: 1962-1979\*





## APPENDIX 29

TOTAL COSTS OF THE FITNESS AND AMATEUR SPORT PROGRAM: 1962-1980

(in dollars)



# APPENDIX 29

## TOTAL COSTS OF THE FITNESS AND AMATEUR SPORT PROGRAM: 1962-1980 (in dollars)

YEAR	STATUTORY FUNDS	VOTED FUNDS	SERVICES PROVIDED BY OTHER DEPTS.	LESS RECEIPTS CREDITED TO REVENUE (UNEXPENDED FUNDS)	CONTRIBUTIONS TO EMPLOYEE BENEFIT PLANS	LOTO CANADA FUNDS	TOTAL PROGRAM COSTS 1962-1979	TOTAL TO 1980
1962	224,285	6,556					230,841	
1963	928,398	72,223					1,000,621	
1964	1,444,014	94,680					1,538,694	
1965	2,010,045	89,099					2,099,144	
1966	2,595,407	105,744					2,701,151	
1967	4,705,758	194,864					4,900,622	
1968	3,653,763	240,533					3,894,296	
1969	3,986,435	274,000	44,000				4,304,435	
1970	4,984,362	336,000	80,000	(145,000)			5,255,362	
1971	4,661,324	671,000	111,000	(144,000)			5,299,324	
1972	7,198,208	1,350,000	187,000	(119,000)	77,000		8,693,208	
1973	8,945,210	2,378,000	108,000	(70,000)	89,000		11,450,210	
1974	11,809,842	2,084,000	130,000	(93,000)	68,000		13,998,842	
1975	12,637,539	3,458,000	147,000	(131,000)	141,000		16,252,539	
1976	17,323,066	4,092,000	261,000	(403,000)	218,000		21,491,066	
1977	25,522,088	4,706,000	193,000	(393,000)	212,000		30,240,088	
1978	20,620,270	5,076,000	185,000	(557,000)	317,000	3,544,200	29,185,470	
1979	25,448,713	6,673,000	271,000	(633,000)	332,000	2,845,162	34,936,875	
1980	21,467,000	5,527,000	285,000	(700,000)	275,000	12,000,000		38,854,000
TOTALS	180,165,727	37,428,699	2,002,000	(3,388,000)	1,729,000	18,389,362	197,472,788	236,326,788

Voted fund and statutory fund totals are from Appendices 23 and 27 respectively.

Sources: Estimates, 1970-1980; Public Accounts, 1962-1979.



## APPENDIX 30

FEDERAL GOVERNMENT FITNESS AND AMATEUR SPORT EXPENDITURES IN EACH PROGRAM AREA  
EXPRESSED AS A PERCENTAGE OF THE TOTAL PROGRAM COSTS: 1962-1979





APPENDIX 30

FEDERAL GOVERNMENT FITNESS AND AMATEUR SPORT EXPENDITURES IN EACH PROGRAM AREA  
EXPRESSED AS A PERCENTAGE OF THE TOTAL PROGRAM COSTS: 1962-1979<sup>5</sup>

PROGRAM AREA	1962	1963	1964	1965	1966	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976	1977	1978 <sup>5</sup>	1979 <sup>5</sup>
Human Resources Development <sup>1</sup>																		
a) Physical Education, Fitness and Recreation Leadership <sup>2</sup>	-	7.14	20.29	18.97	12.05	8.19	13.74	14.18	6.49	4.87	2.60	1.42	4.43	4.85	4.51	3.73	4.65	3.33
b) Sport Leadership <sup>3</sup>	25.99	17.03	30.80	13.53	6.81	6.02	10.76	9.16	8.16	15.65	4.10	6.04	11.11	15.10	16.73	15.16	17.19	21.96
c) Administration <sup>3</sup>	3.36	10.19	8.22	13.85	13.08	10.79	14.58	18.32	25.39	28.91	37.40	43.89	30.85	36.04	33.34	26.45	31.12	33.31
Sub-total	29.35	34.36	59.31	46.35	31.94	25.00	39.08	41.66	40.04	49.43	44.10	51.35	46.39	55.99	54.58	45.34	52.96	58.60
Training																		
a) Participants <sup>4</sup>	-	-	4.35	-	0.24	-	0.21	-	-	3.48	5.73	5.12	9.71	7.40	7.75	6.81	8.72	9.45
b) Athletes	-	-	-	4.93	-	-	-	-	-	1.75	12.18	8.76	10.31	10.43	11.01	2.80	1.94	6.04
Sub-total	0	0	4.35	4.93	0.24	-	0.21	-	-	5.23	17.91	13.88	20.02	17.83	18.76	9.61	10.66	15.49
Competitions																		
a) Developmental	4.33	-	17.02	0.17	12.86	7.19	0.11	10.71	13.86	10.76	5.47	7.56	10.55	9.12	8.22	9.13	10.06	6.62
b) Excellence	59.82	21.58	9.78	13.61	25.29	51.59	23.18	18.30	20.91	24.08	21.75	16.09	11.90	8.97	14.61	32.17	12.35	14.83
Sub-total	64.15	21.58	26.80	13.78	38.15	58.78	32.29	29.01	34.77	34.84	27.22	23.65	22.45	18.09	22.83	41.30	22.41	21.45
Research	-	3.33	2.81	12.24	10.51	7.06	12.31	7.92	4.60	2.88	1.69	0.57	0.92	2.22	0.26	0.47	1.55	1.06
All Other <sup>4</sup>	6.50	40.73	6.73	22.70	17.16	9.16	16.11	21.41	20.59	7.62	9.08	10.55	10.22	5.87	3.57	3.28	12.42	3.40
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

1 Refer Appendices 27 and 29 for total program costs.

2 Includes funds for program and communications. See note 2, Appendix 27.

3 Percentages for administration were determined by using totals in Appendix 29.

4 Promotions and communications, facilities, planning, evaluation and miscellaneous.

5 Loto Canada funds included



APPENDIX 31

TOTAL ADMINISTRATION COSTS FOR THE FITNESS  
AND AMATEUR SPORT PROGRAM: 1962-1980  
(in dollars)



## APPENDIX 31

TOTAL ADMINISTRATION COSTS FOR THE FITNESS  
AND AMATEUR SPORT PROGRAM: 1962-1980  
(in dollars)

YEAR	STATUTORY FUNDS <sup>1</sup>	VOTED FUNDS <sup>2</sup>	TOTALS
1962	1,200	6,559	7,759
1963	29,773	72,223	101,996
1964	31,838	94,680	126,518
1965	201,542	89,099	290,641
1966	247,626	105,744	353,370
1967	333,951	194,865	528,815
1968	327,273	240,533	567,806
1969	470,387	318,000	788,387
1970	918,420	416,000	1,334,420
1971	750,247	782,000	1,532,247
1972	1,637,078	1,614,000	3,251,078
1973	2,450,746	2,575,000	5,025,746
1974	2,037,399	2,282,000	4,319,399
1975	2,111,100	3,746,000	5,587,100
1976	2,594,548	4,571,000	7,165,548
1977	2,887,733	5,111,000	7,998,733
1978	3,503,964	5,578,000	9,081,964
1979	4,363,098	7,276,000	11,639,098
TOTALS	24,897,863	35,072,702	59,970,565

1 Statutory funds are the totals of the administration support and other contributions categories in Appendix 25. Funds allocated to the provinces for administration are not included.

2 Voted funds are the totals of the voted funds, the services provided by other departments, and the contributions to employee benefit plans columns of Appendix 29.





APPENDIX 32

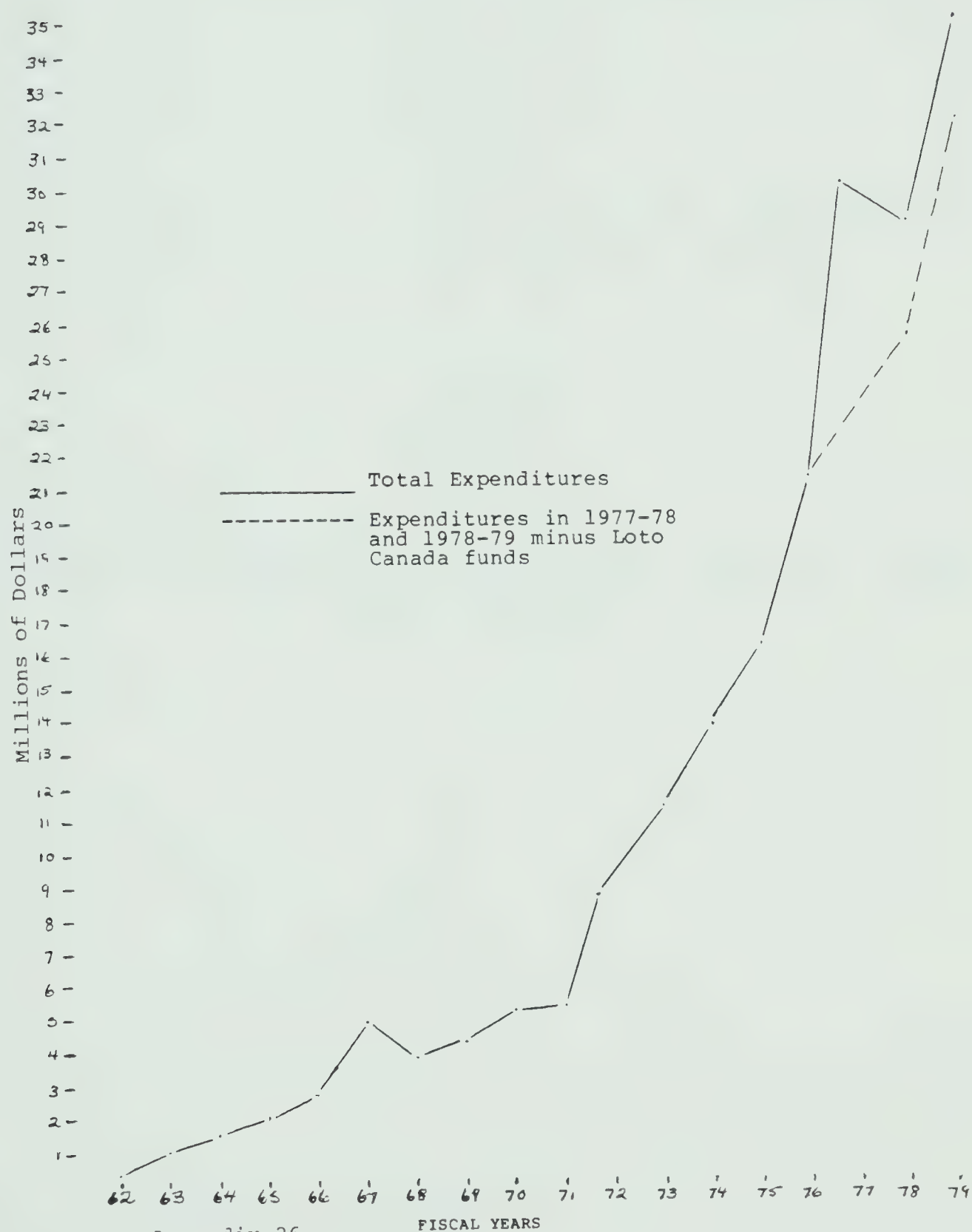
FITNESS AND AMATEUR SPORT TOTAL PROGRAM EXPENDITURES:

1962-1979



## APPENDIX 32

FITNESS AND AMATEUR SPORT TOTAL PROGRAM EXPENDITURES: 1962-1979\*



\*Refer to Appendix 26



APPENDIX 33

FITNESS AND AMATEUR SPORT EXPENDITURES FOR HUMAN RESOURCES  
DEVELOPMENT EXPRESSED AS A PERCENTAGE OF THE TOTAL PROGRAM  
COSTS: 1962-1979





## APPENDIX 33

%

FITNESS AND AMATEUR SPORT EXPENDITURES FOR HUMAN RESOURCES  
DEVELOPMENT EXPRESSED AS A PERCENTAGE OF THE TOTAL PROGRAM  
COSTS: 1962-1979\*

70-

65-

60-

55-

50-

45-

40-

35-

30-

25-

20-

15-

10-

5-

Total Human Resources Development  
(1 + 2 + 3)

(1)  
ADMINISTRATION

(2)  
SPORT  
LEADERSHIP

(3)  
PHYSICAL  
EDUCATION,  
FITNESS AND  
RECREATION  
LEADERSHIP

62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79

FISCAL YEARS

\*Refer to Appendix 27.





## APPENDIX 34

FEDERAL GOVERNMENT FITNESS AND AMATEUR SPORT PROGRAM

EXPENDITURES FOR FACILITIES: 1962-1979



# APPENDIX 34

## FEDERAL GOVERNMENT FITNESS AND AMATEUR SPORT PROGRAM EXPENDITURES FOR FACILITIES: 1962-1979<sup>1</sup>

YEAR	PURPOSE	AMOUNT
		\$ NIL
1962-65	- Cost of conversion of Newfoundland's Torbay air force base into a provincial leadership training centre.....	85,000
1966	- Cost of conversion of facilities at Gimli, Manitoba into a provincial leadership training centre.....	40,000
1967	- Winnipeg Pan American Games capital cost grants.....	1,500,000
1969	- Maximum capital cost contribution to First Canada Summer Games...	300,000
1971	- Maximum capital cost contributions to Second Canada Winter Games.....	200,000
1972	- Artificial turf for Ivor Wynne Stadium, Hamilton.....	50,000
1973	- Maximum capital cost contribution to Second Canada Summer Games.....	540,000
	- Artificial turf for 1) Clarke Stadium, Edmonton.....	24,693
	2) CNE, Toronto.....	50,000
	3) PNE, Vancouver.....	50,000
	- Local municipality facilities.....	175,000
1974	- Local municipality facilities (Joliette, P.Q.).....	35,000
1975	- Maximum capital cost contribution to Third Canada Winter Games.....	530,000
	- Laurentian University field house and track.....	62,000
	- Ottawa Fitness Trail.....	12,000
1977	- Capital cost contribution to Third Canada Summer Games.....	2,670,000
	- University facility development program, begun in 1977, terminated in 1979 - 1977.....	675,000
	- 1978.....	515,136
	- 1979.....	665,000
1978	- Edmonton Commonwealth Games capital cost grants - 1976.....	2,000,000
	- 1977.....	8,000,000
	- 1978.....	1,600,000
1979	- Capital cost contribution to Fourth Canada Winter Games.....	2,000,000
	- Contributions toward Fourth Canada Summer Games to be held in 1981 - 1978.....	50,000
	- 1979.....	950,000
		\$22,278,279

1 Includes Loto Canada Funds

SOURCES: DNHWar, 1962-1979.





APPENDIX 35

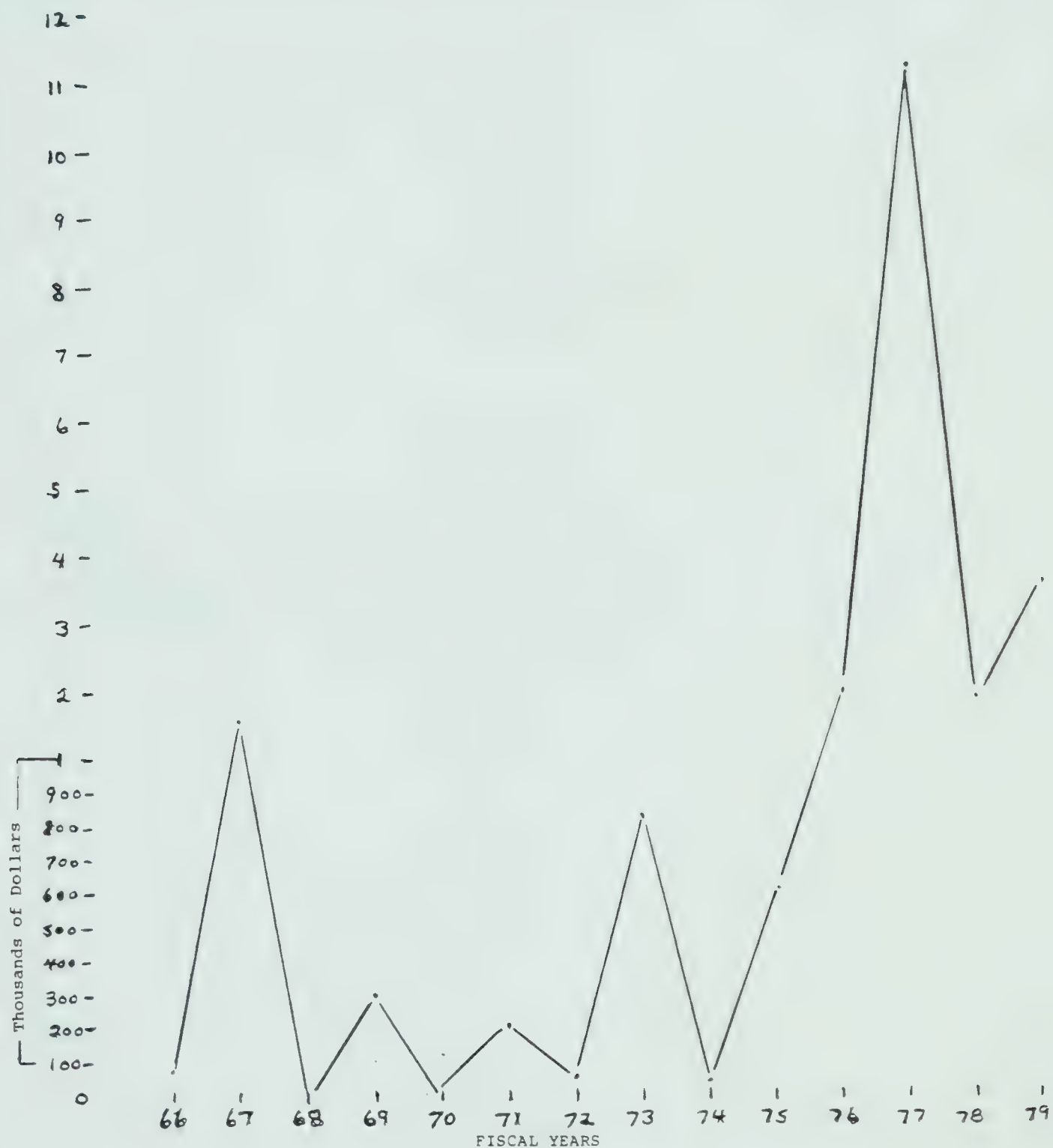
FITNESS AND AMATEUR SPORT EXPENDITURES

FOR FACILITIES: 1962-1979



## APPENDIX 35

FITNESS AND AMATEUR SPORT EXPENDITURES FOR FACILITIES: 1962-1979 \*



Allocations for games events are shown as being expended in the year each game took place except for '78 Commonwealth Games

\*Refer Appendix 31.



APPENDIX 36

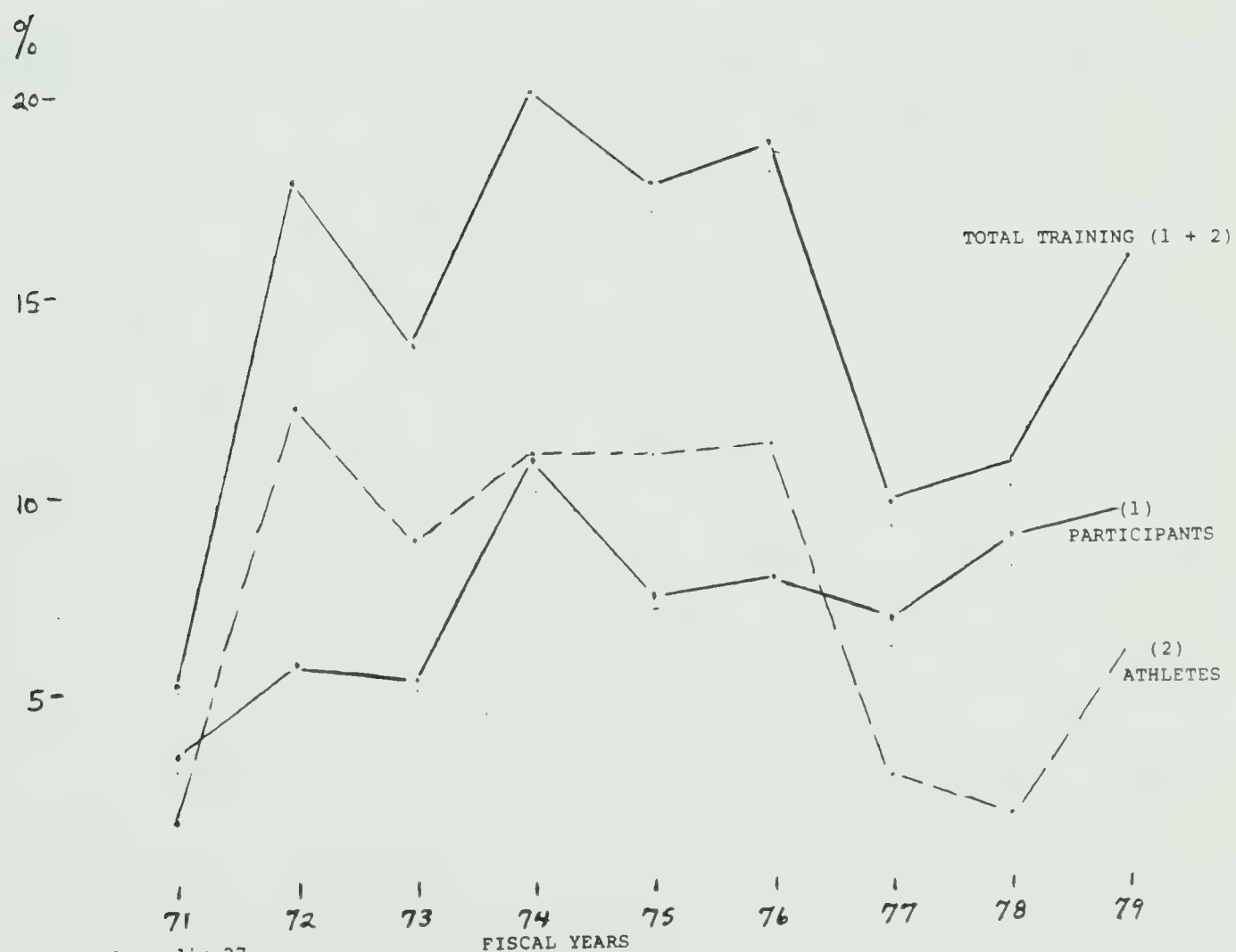
FITNESS AND AMATEUR SPORT EXPENDITURES FOR TRAINING  
EXPRESSED AS A PERCENTAGE OF THE TOTAL PROGRAM  
COSTS: 1962-1979





## APPENDIX 36

FITNESS AND AMATEUR SPORT EXPENDITURES FOR TRAINING EXPRESSED AS  
A PERCENTAGE OF THE TOTAL PROGRAM COSTS: 1962-1979\*





APPENDIX 37

FITNESS AND AMATEUR SPORT EXPENDITURES FOR COMPETITIONS  
EXPRESSED AS A PERCENTAGE OF THE TOTAL PROGRAM

COSTS: 1962-1979



## APPENDIX 37

%

75-

FITNESS AND AMATEUR SPORT EXPENDITURES FOR COMPETITIONS  
EXPRESSED AS A PERCENTAGE OF THE TOTAL PROGRAM COSTS: 1962-1979\*

70-

65-

60-

55-

50-

45-

40-

35-

30-

25-

20-

15-

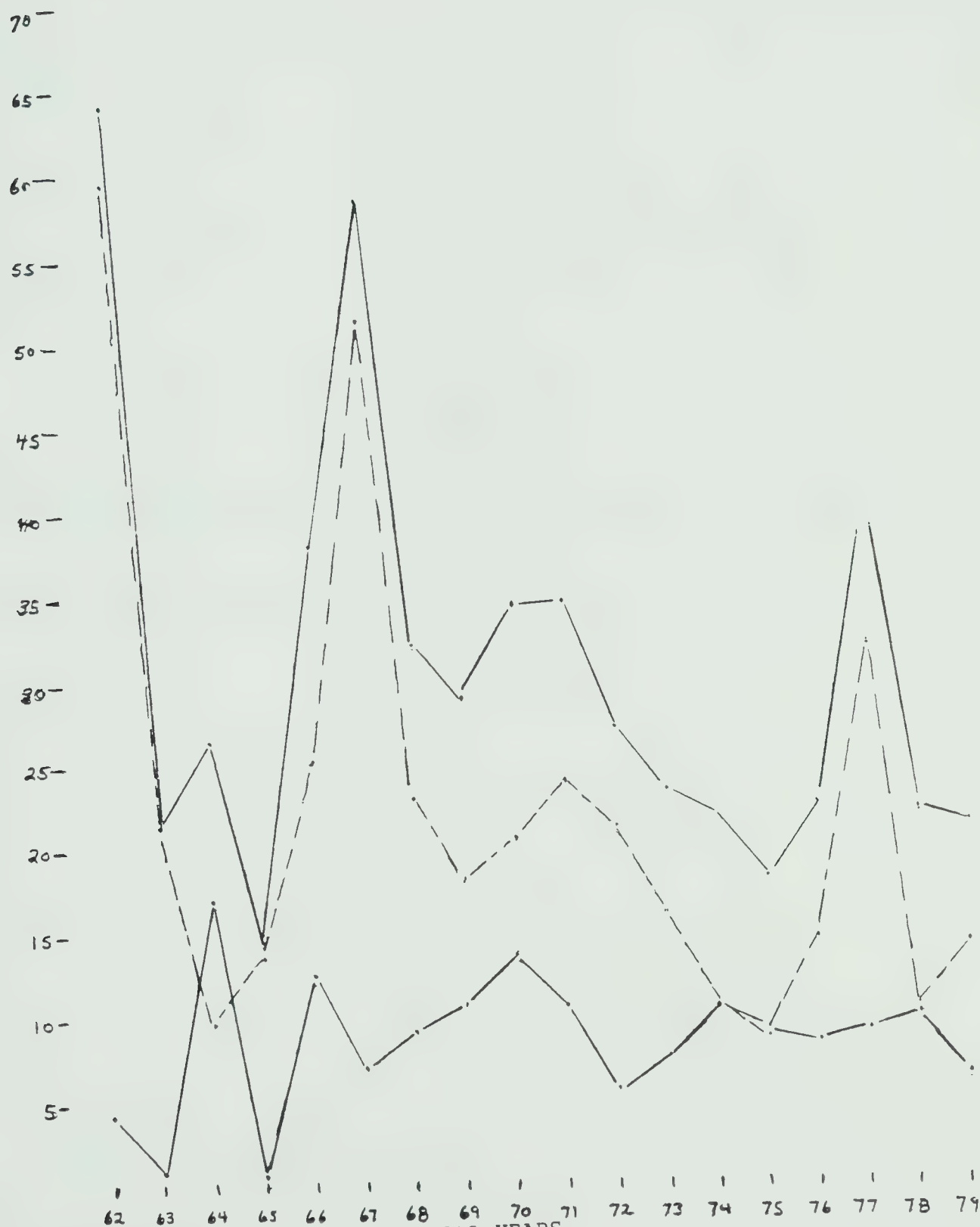
10-

5-

62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79

FISCAL YEARS

\*Refer to Appendix 27.







APPENDIX 38

FITNESS AND AMATEUR SPORT EXPENDITURES FOR RESEARCH

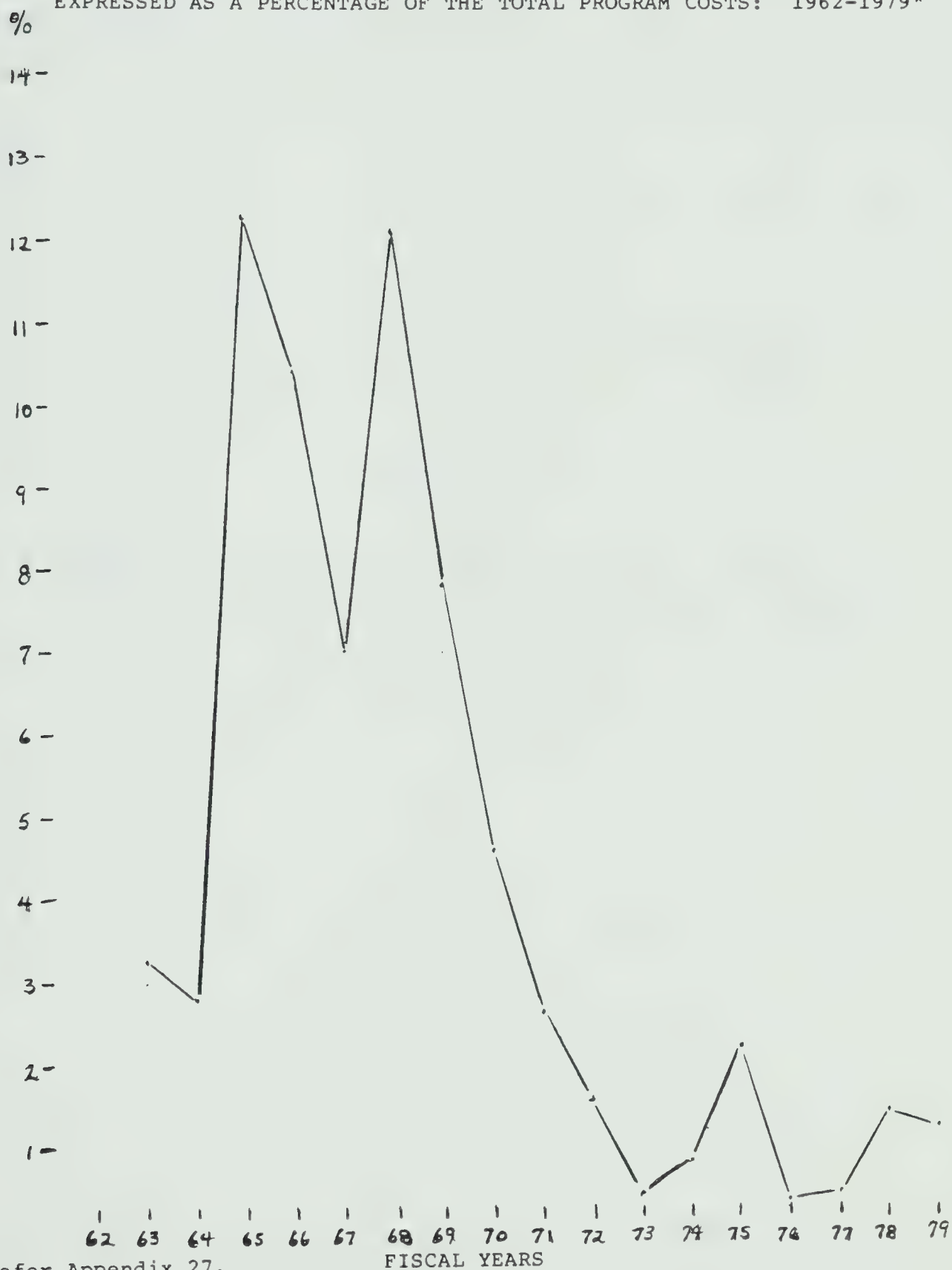
EXPRESSED AS A PERCENTAGE OF THE TOTAL PROGRAM

COSTS: 1962-1979



## APPENDIX 38

FITNESS AND AMATEUR SPORT EXPENDITURES FOR RESEARCH  
EXPRESSED AS A PERCENTAGE OF THE TOTAL PROGRAM COSTS: 1962-1979\*





APPENDIX 39

SUMMARY OF FEDERAL GOVERNMENT FITNESS AND AMATEUR  
SPORT PERCENTAGE EXPENDITURES IN EACH PROGRAM  
AREA FROM 1962 TO 1979





## APPENDIX 39

PERCENTAGE SUMMARY OF FEDERAL GOVERNMENT FITNESS AND AMATEUR SPORT  
EXPENDITURES IN EACH PROGRAM AREA FROM 1962 TO 1979

<u>PROGRAM AREA</u>	<u><math>\bar{x}</math> 1962-69</u>	<u><math>\bar{x}</math> 1970-79</u>	<u><math>\bar{x}</math> 1962-79</u>
Resources			
a) Physical Education, Recreation, Fitness Leadership	12.75	4.09	8.42
b) Sport Leadership	12.58	13.12	12.85
c) Administration	10.40	32.67	21.54
d) Facilities	<u>6.47</u>	<u>7.52</u>	<u>6.99</u>
Sub-total	42.20	57.40	49.80
Training			
a) Participants	0.60	6.42	3.51
b) Athletes	<u>0.62</u>	<u>6.52</u>	<u>3.57</u>
Sub-total	1.22	12.94	7.08
Competitions			
a) Developmental	4.68	7.06	5.87
b) Excellence	<u>28.25</u>	<u>13.28</u>	<u>20.76</u>
Sub-total	32.93	20.34	26.63
Research	7.02	1.62	4.32
All other (except facilities)	<u>16.63</u>	<u>7.70</u>	<u>12.17</u>
	100.00	100.00	100.00

Refer Appendices 27, 29 and 30



APPENDIX 40

FOURTH INTERPROVINCIAL CONFERENCE  
OF  
RECREATION MINISTERS



DOCUMENT: 860-48/028

FOURTH INTERPROVINCIAL CONFERENCE  
OF  
RECREATION MINISTERS

Briefing Material  
Addendum to Delineation of  
Responsibilities/Federal Funding of  
Recreation Services

FEDERAL GOVERNMENT (GENERAL)

FITNESS AND AMATEUR SPORT BRANCH

Montreal  
April 12, 1978





## Government Spending on Culture and Recreation 1975/76 \*

(\$ million)

	Culture		Recreation		Other		TOTAL		Local Transfers from	
	Prov.	Local	Prov.	Local	Prov.	Local	Prov.	Local	Prov. Govt.	Fed. Govt.
Federal Government	161		80		104		345			
Newfoundland	6*	1	8*	10			14*	11	1	1
Prince Edward Island	1		2	1			3	1		
Nova Scotia	4	4	7	8	1		11	13	4	1
New Brunswick	2	3	3	11	1		5	15	2	7
Quebec	38*	30	145*	175	24		183*	229	21	8
Ontario	105*	104	47*	274	12		152*	390	36	5
Manitoba	8	9	17	27	2		25	38	5	
Saskatchewan	9*	6*	18*	25*			27*	31*	4	1
Alberta	12	11	43	92	2		55	105	6	2
British Columbia	13*	18	44*	106	4		57*	128	12	4
TOTAL - Prov.	198		334				532		TOTAL 91	29
- Local		186		729		46		961		
- Fed.		161		80		104		345		

TOTAL 1,838

% Fed. Share 19%

% Prov. Share 29%

% Local Share 52%

ES: \* Both Federal and Provincial expenditure include Administration

a Actual expenditures submitted by the provinces (the other figures represent Statistics Canada information)



SUMMARY TABLE IIBREAKDOWN OF FEDERAL GOVERNMENT SPENDING ON CULTURE AND RECREATION  
1975-76, Statistics Canada (Public Accounts)

	<u>\$ 000's</u>	<u>Primary Responsibility of:</u>
<u>PARKS CANADA:</u>		
. National Parks	78,646	Federal Government
. Restaurant in National Arts Centre	1,470	Federal Government
. Historic Sites, Byways	47,969	Federal Government
. Other	<u>9,063</u>	Federal Government
	137,148	
<u>SECRETARY OF STATE:</u>		
. Arts and Culture Program	4,582	Federal Government
. Citizenship Program		
- Official languages of minority groups	3,022	Federal Government
- Canadian Identity and Unity	5,102	Federal Government
. National Library	8,269	Federal Government
. National Museums	39,994	Federal Government
. Public Archives	11,747	Federal Government
. Canada Council		
- Grants for services in the arts/purchase of art works	30,892	Federal Government
. Canadian Film Dev't Corp.	2,961	Federal Government
. National Arts Centre	11,563	Federal Government
. National Film Board	34,447	Federal Government
. Canadian Gov't Photo Centre	<u>1,196</u>	Federal Government
	153,775	
<u>NORTHERN AFFAIRS:</u>		
. Grants for advancement of Eskimo Culture	29	Federal Government
	29	
<u>MANPOWER &amp; IMMIGRATION:</u>		
. Development & utilization of manpower - Contributions to OFY (presumably for culture/recreation oriented programs)	32,299	Joint Responsibility
	32,299	
<u>FITNESS &amp; AMATEUR SPORT</u>	21,415	Provincial Government
<u>NATIONAL CAPITAL COMMISSION</u>	250	Federal Government
<u>NATIONAL BATTLEFIELD COMMISSION</u>	760	Federal Government
	<u>760</u>	
<u>TOTAL</u>	345,676	

CONTACT: Terry Moore, Development Unit, Federal Government Section,



FEDERAL GOVERNMENT (GENERAL)

1. Programs initiated by the Federal Government that the Provinces must develop which are not necessarily the responsibility nor priority of the provinces.
  1. Festival Canada (PROBLEM - Funds, Staff, Time)
  2. Young Canada Works (PROBLEM - Duplication)
  3. Areas for Recreation and Conservation (Federal Corridor Program) (PROBLEM - Funds)
  4. Local Initiatives Program (PROBLEM - Duplication)
  5. Opportunities for Youth (PROBLEM - Duplication, Funds)
  6. Neighbourhood Improvement Program (PROBLEM - Duplication, Funds)
  7. New Horizons - (PROBLEM - Priorities)
  8. D.R.E.E. - (PROBLEM - Duplication)
  9. Young Voyageur Program (PROBLEM - Funds)
  10. Grants for Local Sport Club Exchanges (PROBLEM - Duplication, priorities)
  11. Oneness Heart Program (Jogging Promotions) (PROBLEM - Staff, Time Funds)
  12. Loto Canada Promotion at Community Level
  
2. Examples of Provincial Bodies or Communities that have received grant funds directly from the Federal Government without prior agreement of the provinces.
  1. Grants to Handicapped Organizations (PROBLEM - Duplication, Priorities)
  2. Youth Council Promotions (PROBLEM - Duplication, Priorities)
  3. Facility Assistance to Local Agencies and Communities (PROBLEM - Duplication)
  4. Local Creative Playground Development Projects (PROBLEM - Priorities)

April 7, 1978



FITNESS AND AMATEUR SPORT BRANCH

1. Programs initiated by the Federal Government that the Provinces must develop which are not necessarily the responsibility nor priority of the provinces.
  1. Canada Fitness Award Program (PROBLEM - Staff, Time, Funds)
  2. Home Fitness Test (PROBLEM - Staff, Time)
  3. F.L.I.P. (PROBLEM - Staff, Time)
  4. Elite Athlete (International) (PROBLEM - Staff, Time, Funds)
  5. Handicapped Games (PROBLEM - Staff, Time, Funds)
  6. Coaching Grants to Local Clubs (PROBLEM - Duplication, Funds)
  7. Federal Sport Caravan (PROBLEM - Staff, Time)
  8. Sport Facility Inventory (PROBLEM - Priority, Time, Funds)
  9. Research on Canadian Health and Physical Fitness (PROBLEM - Duplication, Funding, Priority)
  10. Quebec Youth Hostel Survey (PROBLEM - Duplication, Priority, Time)
2. Examples of Provincial Bodies or Communities that have received grant funds directly from the Federal Government without prior agreement of the provinces.
  1. Grants to Indian and Metis Associations (PROBLEM - Duplication)
  2. Funding Community Level Projects with Loto Canada (PROBLEM - Duplication)
  3. 1977 Canada Summer Games
  4. Grants to Special Groups (Disabled) (PROBLEM - Staff, Funds, Duplication)
  5. University Facility grant program (PROBLEM - Duplication)
  6. Assistance to National Associations to Fund Projects within Provinces with local or provincial impact (i.e. Baskethon, CPRA Seminars (PROBLEM - Duplication)
  7. Subsidy of University Research by Recreation Canada (PROBLEM - Duplication, Fund

April 7, 1978





APPENDIX 41

LEISURE SERVICES RELATED TO FIVE MAJOR CATEGORIES OF ACTIVITY:

CANADA



LEISURE SERVICES RELATED TO FIVE MAJOR CATEGORIES OF ACTIVITY: CANADA

<u>DEPARTMENT/AGENCY</u>	<u>CATEGORIES OF LEISURE ACTIVITY</u>				
	<u>OUTDOOR ACTIVITIES</u>	<u>SPORTS AND PHYSICAL RECREATION</u>	<u>ARTS AND CULTURE</u>	<u>SOCIAL ACTIVITIES</u>	<u>TOURISM AND TRAVEL</u>
1. ECONOMIC COUNCIL OF CANADA					X
2. NATIONAL RESEARCH COUNCIL		X			X
3. TREASURY BOARD SECRETARIAT	X	X	X	X	X
4. DEPARTMENT OF AGRICULTURE	X	X	X	X	X
5. FARM CREDIT CORPORATION	X				X
6. DEPARTMENT OF COMMUNICATIONS			X	X	
7. CANADIAN RADIO- TELEVISION COMMISSION			X	X	
8. DEPARTMENT OF CONSUMER AND CORPORATE AFFAIRS	X	X			X
9. DEPARTMENT OF ENERGY, MINES AND RESOURCES	X				X
10. NATIONAL ENERGY BOARD	X				X
11. DEPARTMENT OF THE ENVIRONMENT	X				X
12. FISHERIES RESEARCH BOARD	X				
13. DEPARTMENT OF EXTERNAL AFFAIRS			X	X	
14. INTERNATIONAL JOINT COMMISSION	X				X
15. DEPARTMENT OF FINANCE		X			X
16. INDUSTRIAL DEVELOPMENT BANK					X
17. DEPARTMENT OF INDIAN AND NORTHERN AFFAIRS					
(A) INDIAN AND ESKIMO AFFAIRS PROGRAM	X	X	X	X	X
(B) PARKS CANADA (CONSERVATION PROGRAM)	X	X	X	X	X



	<u>OUTDOOR ACTIVITIES</u>	<u>SPORTS AND PHYSICAL RECREATION</u>	<u>ARTS AND CULTURE</u>	<u>SOCIAL ACTIVITIES</u>	<u>TOURISM AND TRAVEL</u>
17. (C) HISTORIC SITES AND MONUMENTS BOARD			X		
18. DEPARTMENT OF INDUSTRY, TRADE AND COMMERCE	X	X	X		X
19. CANADIAN GOVERNMENT OFFICE OF TOURISM	X	X	X	X	X
20. NATIONAL DESIGN COUNCIL		X			X
21. STATISTICS CANADA	X	X	X	X	X
22. DEPARTMENT OF JUSTICE				X	
23. DEPARTMENT OF LABOUR				X	
24. INFORMATION CANADA	X	X	X	X	X
25. DEPARTMENT OF MANPOWER AND IMMIGRATION	X	X	X	X	X
26. DEPARTMENT OF NATIONAL DEFENCE	X	X	X	X	X
27. DEFENCE RESEARCH BOARD	X	X			
28. DEPARTMENT OF NATIONAL HEALTH AND WELFARE		X			
29. MEDICAL RESEARCH COUNCIL		X			
30. NATIONAL ADVISORY COUNCIL ON FITNESS AND AMATEUR SPORT		X			
31. POST OFFICE DEPARTMENT			X		
32. DEPARTMENT OF PUBLIC WORKS	X	X	X	X	X
33. DEPARTMENT OF REGIONAL ECONOMIC EXPANSION	X	X	X	X	X
34. PRAIRIE FARM REHABILITATION ADMINISTRATION	X		X	X	
35. CANADIAN COUNCIL ON RURAL DEVELOPMENT	X	X	X	X	X
36. MINISTRY OF STATE FOR SCIENCE AND TECHNOLOGY	X	X	X	X	X
37. SCIENCE COUNCIL OF CANADA	X	X	X	X	X





	<u>OUTDOOR ACTIVITIES</u>	<u>SPORTS AND PHYSICAL RECREATION</u>	<u>ARTS AND CULTURE</u>	<u>SOCIAL ACTIVITIES</u>	<u>TOURISM AND TRAVEL</u>
38. DEPARTMENT OF THE SECRETARY OF STATE			X	X	X
39. CANADA COUNCIL			X		X
40. CANADIAN BROADCASTING CORPORATION		X	X	X	
41. CANADIAN FILM DEVELOPMENT CORPORATION			X	X	
42. COMPANY OF YOUNG CANADIANS	X	X	X	X	
43. NATIONAL ARTS CENTRE CORPORATION			X	X	X
44. NATIONAL FILM BOARD	X	X	X	X	X
45. NATIONAL LIBRARY			X		
46. NATIONAL MUSEUMS OF CANADA	X		X	X	X
47. PUBLIC ARCHIVES			X		
48. OFFICE OF THE MINISTER OF STATE FOR MULTICULTURALISM			X	X	
49. DEPARTMENT OF THE SOLICITOR-GENERAL		X	X	X	
50. CANADIAN PENITENTIARY SERVICE		X	X	X	
51. ROYAL CANADIAN MOUNTED POLICE	X	X	X	X	X
52. CROWN ASSETS DISPOSAL CORPORATION	X	X	X		
53. ROYAL CANADIAN MINT			X		
54. DEPARTMENT OF TRANSPORT	X	X	X	X	X
55. AIR CANADA	X	X	X	X	X
56. CANADIAN TRANSPORT COMMISSION	X	X	X	X	X
57. CANADIAN NATIONAL RAILWAY	X	X	X	X	X
58. NATIONAL HARBOURS BOARD	X	X			X



	<u>OUTDOOR ACTIVITIES</u>	<u>SPORTS AND PHYSICAL RECREATION</u>	<u>ARTS AND CULTURE</u>	<u>SOCIAL ACTIVITIES</u>	<u>TOURISM AND TRAVEL</u>
59. ST. LAWRENCE SEAWAY AUTHORITY	X				X
60. MINISTRY OF STATE FOR URBAN AFFAIRS	X	X	X	X	X
61. CENTRAL MORTGAGE AND HOUSING CORPORATION	X	X	X	X	
62. NATIONAL CAPITAL COMMISSION	X	X	X	X	X
63. DEPARTMENT OF VETERANS AFFAIRS	X	X	X	X	
64. VETERANS LAND ADMINISTRATION	X				
<hr/>					
NUMBER OF DEPARTMENTS/ AGENCIES INVOLVED	40	39	45	39	40
<hr/>					

Source: Burton, Thomas L. and Leo T Kylo  
1974 Federal-Provincial Responsibilities For  
Leisure Services In Alberta and Ontario,  
Volume 1 - Analysis and Commentary. Toronto:  
Ontario Research Council on Leisure with  
the Ministry of Culture and Recreation.  
November: Table 3, pages 45-51.



APPENDIX 42

A GLOSSARY OF GENERAL  
TERMS AND ABBREVIATIONS



## 1. General Terms

(a) Involvement: This term is used in the context of the role played by the federal government in sport. Therefore, the concern is with: (i) the federal government structures which are designed to administer policies in this field, (ii) the actual sport-related policies and programs emanating from these agencies, (iii) other types of interests exhibited by the federal government which tend to encourage, promote and develop sport.

(b) Recreation: The term recreation refers to any type of experience an individual chooses to undertake during free or leisure time and which is primarily motivated by the satisfaction or pleasure derived from it (i.e., an intrinsic reward) (Meyer and Brightbill, 1956:28). Recreation may also be defined as a social utility which meets basic human needs in an increasingly leisure-oriented society, and in so doing enhances individual development and social functioning. In this regard, some facets of recreation may include culture, hobbies, nature study, structured and unstructured play, pursuit of physical fitness, sports and a host of other activities and interests of people (Dion, Goodale and Storey, 1974:1). Provincial governments have tended to become involved in sport because of the broader mandate they have in recreation.





(c) Federal Government:<sup>1</sup> The term federal government (small f and g) or government (small g) means the federal government as a whole which refers to the Parliament of Canada and its branches as defined and specified in Canada's written constitution, the British North America Act (BNA Act).

(d) Government: This term (capital G) means those members of the Queen's Privy Council for Canada who comprise the Government of the Day (i.e., the Cabinet).

(e) Cabinet: The popular name for the Canadian Ministry. The term - the Cabinet - is more commonly applied to the Government of the Day. The Cabinet is the deliberative body summoned to meet at the behest of the Prime Minister to discuss, in private, questions of government policy.

(f) Cabinet Minister or Minister: A synonym for the official title Member of the Queen's Privy Council for Canada. Responsibilities designated by the Governor General or Governor-in-Council means that a Minister has been given certain statutory responsibility (e.g., to head a department as specified in an Act of Parliament). The method of designation, called an Order-in-Council, is an administrative device used to carry out an executive order.

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<sup>1</sup> Terms (c) through (k) were taken or derived from the Glossary of Terms (pages 599-607) in the 1978-79 edition of Organization of the Government of Canada with the permission of Karen Laughlin, Editor (see Laughlin, 1980 and Skulstad, 1979).



(g) Ministries of State: Where it appears to the Governor-in-Council that the requirements for formulating and developing new and comprehensive policies in relation to any matter or matters coming within the responsibility of the Government of Canada, warrant the establishment for the time being of a special portion of the public service of Canada, presided over by a minister charged with responsibility for the formulation and development of such policies, the Governor-in-Council may, by proclamation, establish a Ministry of State for that purpose.

(h) Ministers of State: A Minister of State appointed by commission under the Great Seal, other than a Minister who presides over a Ministry of State.

(i) Parliament of Canada: The Parliament refers to the Queen, the appointed Upper House called the Senate, and the elected Lower House called the House of Commons. This portion of the Government of Canada is called the Legislature and enacts the laws of the Country.

(j) Branch of Government: Any part or portion of the federal government (e.g., a department) the head of which (e.g., a deputy minister) reports to or through a Cabinet Minister.

(k) Judiciary: That portion of the Government of Canada that interprets the law.



## 2. Abbreviations <sup>2</sup>

### 1. FEDERAL GOVERNMENT RELATED ACTS AND STRUCTURES

ADM	- Assistant Deputy Minister
ADM FAS	- Assistant Deputy Minister of Fitness and Amateur Sport
CCU	- Canadian Commission for UNESCO
DNHW	- Department of National Health and Welfare
FAS	- Fitness and Amateur Sport, used to refer to programs under 1961 Act.
FASA	- 1961 Fitness and Amateur Sport Act (Appendix 3-1)
FASB	- Fitness and Amateur Sport Branch (1973 to present). FASD became a Branch in 1973 with appointment of an Assistant Deputy Minister (ADM).
FASD	- Fitness and Amateur Sport Directorate. Staff structure created by 1961 Act. Remained a Directorate from 1961 to 1973.
NAC	- National Advisory Council on Fitness and Amateur Sport created by 1961 Act. Sometimes written as NACFAS.
NCPF	- National Council on Physical Fitness created by the 1943 Act.
NPFA	- 1943 National Physical Fitness Act (Appendix 3-2)

### 2. SPORT ORGANIZATIONS <sup>3</sup>

#### A. Multiple Game and/or Sports Organizations

AAA of C - Amateur Athletic Association of Canada (1884-1898)

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<sup>2</sup> This is a short listing of commonly used abbreviations used throughout the study

<sup>3</sup> For international organization abbreviations see Appendices 6 and 7. These include ICSPE, FISU, IOC, GAIF, AGPENO, PASO, ISOD, CISS





- CAAU - AAA of C becomes Canadian Amateur Athletic Union (1989-1909)
- AAF of C - Amateur Athletic Federation of Canada splinters from CAAU (1904-1909)
- AAU of C - CAAU and AAF of C unite to form Amateur Athletic Union of Canada (1909-1970)
- BECGA - British Empire and Commonwealth Games Association
- BCGA - British Commonwealth Games Association
- CGA - Commonwealth Games Association

- Central Olympic Committee - not abbreviated in text.  
Created to form 1908 Olympic team by Governor General (1907-1908)
- COC - Canadian Olympic Committee of AAU of C (1904-1948)
- COA - Canadian Olympic Association. When COC became independent of AAU of C in 1948 it changed its name to COA. In 1952 COA officially incorporated
- CSAC - Canadian Sports Advisory Council (1951- 1963)
- CASF - Canadian Amateur Sports Federation (1963-1972)  
New name of CSAC
- SFC - CASF becomes Sports Federation of Canada in 1972
- CAC - Coaching Association of Canada
- CCSPO - Coordinating Committee/Sports for the Physically Disabled
- MAAA - Montreal Amateur Athletic Association
- NSRC - National Sport and Recreation Centre

#### B. National Sport Governing Bodies <sup>4</sup>

- NSGBs - National Sport Governing Bodies
- CAHA - e.g. Canadian Amateur Hockey Association
- CWA - e.g. Canadian Wheelman's Association. Became Canadian Cycling Association in 1967

#### C. Other National Associations<sup>5</sup>(recreation, educational, professional, scientific)

- CASS - Canadian Association for Sport Sciences (1967)

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<sup>4</sup> See Appendix 9

<sup>5</sup> See Appendices 17, 18



CASM	- Canadian Association of Sports Medicine
CATA	- Canadian Athletic Therapists Association
CPEA	- Canadian Physical Education Association (1933-1948)
CAHPER	- CPEA becomes Canadian Association for Health, Physical Education and Recreation in 1948
CFPSSA	- Canadian Federation of Provincial Secondary Schools Association
CIAU	- Canadian Interuniversity Athletic Union. Was Canadian Intercollegiate Athletic Union
CHA	- Canadian Hostelling Association
PRAC	- Parks and Recreation Association of Canada (1945-1969)
CPRA	- PRAC becomes Canadian Parks and Recreation Association in 1969
CCCY	- Canadian Council for Children and Youth
RLSS	- Royal Life Saving Society
SMC	- Sports Medicine Council

#### D. Professional Sport Leagues

CFL	- Canadian Football League
NHL	- National Hockey League

#### E. Other<sup>6</sup>

CAMR	- Canadian Association for the Mentally Retarded
CMA	- Canadian Medical Association
CNIB	- Canadian National Institute for the Blind
UNESCO	- United Nations Education, Scientific, Cultural Organization

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<sup>6</sup> See Appendix 18. Organizations with common abbreviations such as the YMCA are not listed here.













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